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ABSTRACT

During recent years, there has been increasing interest within both the public and private sectors in the use of alternative work schedules. While a sizable body of literature exists on the use of work scheduling variations among private employers, there is a dearth of information concerning the extent and impact of alternative work schedules in state government. This manual was created in an effort to fill that gap. The manual is the result of a comprehensive survey of state personnel departments and other state agencies to determine the extent and scope of alternative work schedule arrangements in state government. The manual includes, on a state-by-state basis, information on flexible work hours, compressed workweeks, permanent parttime employment, job sharing, transition retirement, and voluntary time-income trade-offs. It provides both an overview of activities undertaken on a statewide basis and concise, detailed summaries of programs in selected agencies within state governments. (Because of space limitations, every agency surveyed in every state is not included; however, an attempt has been made to include representative samples of the types of programs available in each state.) (KC)

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ED205703

State Alternative Work Schedule Manual

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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The National Council for Alternative Work Patterns
in cooperation with
The National Governors' Association

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The **National Council for Alternative Work Patterns, Inc. (NCAWP)** is a nonprofit membership organization dedicated to the improvement of the quality of work life through adoption of alternative ways of scheduling work. To this end, NCAWP conducts research into varying types of scheduling options; publishes a quarterly newsletter which tracks work scheduling trends and innovations in the public and private sectors; and sponsors seminars and conferences. Other NCAWP publications include the *Alternative Work Schedule Directory* (1978) which summarizes alternative work schedule programs in approximately 270 public and private organizations throughout the United States.

The **National Governors' Association (NGA)**, founded in 1908, is the instrument through which the governors of the fifty states and the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Northern Mariana Islands collectively influence the development and implementation of national policy and apply creative leadership to state problems. NGA membership is organized into eight standing committees in the areas of: Agriculture; Criminal Justice and Public Protection; Executive Management and Fiscal Affairs; International Trade and Foreign Relations; Human Resources; Natural Resources and Environmental Management, Community and Economic Development; and Transportation, Commerce, and Technology.

The Committee on Executive Management and Fiscal Affairs, through the Subcommittee on Management Improvement, has developed a state services component as a part of its work program. The Subcommittee is responsible for the development of this publication and is pleased to have worked with the National Council for Alternative Work Patterns, Inc.

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PREFACE

During recent years, there has been increasing interest within both the public and private sectors in the use of alternative work schedules. While a sizable body of literature exists on the use of work scheduling variations among private employers, there is a dearth of information concerning the extent and impact of alternative work schedules in state government.

In an effort to fill this gap and to provide a useful reference guide for governors and other state officials, the National Governors' Association's Committee on Executive Management and Fiscal Affairs, with a partial grant from the U.S Office of Personnel Management Intergovernmental Personnel Act, contracted with the National Council for Alternative Work Patterns to compile a manual of state alternative work schedule programs.

The area of alternative work schedules is one which is expanding and changing rapidly. This resource is intended to provide a basis for continued investigation and communication among states as they seek to adjust to shrinking budgets, provide more efficient service to their public, and keep apace with enlightened and progressive employment practices.

INTRODUCTION

The *State Alternative Work Schedule Manual* is the result of a comprehensive survey of state personnel departments and other state agencies to determine the extent and scope of alternative work schedule arrangements in state government. The manual includes, on a state-by-state basis, information on flexible work hours, compressed workweeks, permanent part-time employment, job sharing, transition retirement and voluntary time-income tradeoffs. It provides both an overview of activities undertaken on a statewide basis and concise, detailed summaries of programs in selected agencies within state governments. Because of space limitations, every agency surveyed in every state could not be included; however, we have attempted to include representative samples of the types of programs available in each state.

Methodology

In order to obtain information on alternative work schedules in every state, several survey instruments were used. First, all 50 state personnel directors were asked to provide a listing of agencies and departments in their respective states which had ongoing alternative work schedule programs. When this information was provided, the agencies identified as having programs were sent questionnaires requesting detailed information on their programs, including: date program began; reasons and methods of initiation and implementation; extent of union involvement; parameters of the programs; and methods and results of evaluations.

At the same time the agency questionnaires were sent, state personnel directors were asked to complete a separate questionnaire covering statewide involvement with alternative work schedules, including methods of initiation and extent of central personnel department oversight and evaluation. Non-respondents were contacted again so that a response from at least one agency in every state was obtained.

The information contained in this manual was obtained from these survey instruments. When the questionnaires were analyzed and summarized, and after official approval of the state and agency summaries was received, the information was organized into the introduction, individual state entries, and supplemental lists.

Format

The introduction gives an overview of the findings obtained from

the survey. The individual state entries are arranged alphabetically, with the name, address, title and telephone number of the contact person for that state at the top of each entry. Following this information is a listing of the types of alternative work schedules available within the state, either on a statewide basis or within individual agencies. Narrative summaries of statewide action are followed by brief descriptions of programs in individual agencies and contact persons for those agencies. The appendix includes separate lists for each type of alternative work schedule, listing the states in which those options are available. Programs which were initiated through legislation are so indicated.

The bulk of the substantive information on alternative work schedule programs is contained in the individual state entries. These entries summarize, to the extent information is available, reasons for and mode of initiation, methods of implementation, operational parameters of the programs, and positive and negative impacts of the different types of work schedules.

Prevalence of Programs

Some states have policies mandating certain programs; others allow agency directors to voluntarily initiate programs at their own discretion; still others have one or two limited programs on an experimental basis. Similarly, the number of agency employees participating in alternative work schedule programs can vary from a handful to an entire agency work force.

Flexible work hours programs are the most prevalent type of alternative scheduling arrangement now utilized by state governments, with agencies in 42 states having some form of flexitime available. Some flexitime programs are widespread throughout a state's government, some are available to certain employees in a few agencies or departments, and others are permitted on an informal basis by agency directors.

Thirty-two states have compressed workweek programs, usually within only a few agencies. Some governors have encouraged or approved the adoption of compressed workweeks to conserve fuel, but none have mandated programs on a statewide basis except as a temporary measure during a severe energy crisis.

Permanent part-time employment exists in at least 35 states, whether through formal statewide or departmental programs or informally on a case-by-case basis. Frequently, informal programs are started because of an employee's request to convert from full-time to part-time.

While not as prevalent as permanent part-time, nearly all job

sharing programs have been formally implemented. Nineteen states currently employ job sharing teams, although most have only a few job sharing positions available.

Both voluntary time-income tradeoff and transition retirement programs are relatively rare in state government and are very recent approaches to work time scheduling. Usually, a small percentage of workers elect to participate in these programs. According to the survey response, agencies in three states have voluntary time-income tradeoffs and legislation has been passed in one other state permitting the use of this option. Two states have transition retirement options for older workers in one or more agencies.

Definitions of Programs

The following definitions served as guidelines for the types of programs listed in this book, and were those given to states to use in supplying information on their programs.

FLEXITIME: Full-time employees are given some choice in their starting and stopping times, as long as they work a contracted number of hours.

For the purposes of our survey, we chose a definition of flexitime that would encompass the widest range of options. State programs involving flexible hours range from those which have no core hours and merely a requirement that employees work a designated number of hours per week or pay period, to those which limit the flexibility to the choice of a daily work schedule which must be maintained indefinitely.

Programs considered under this definition are frequently referred to by other names: flexible work hours, flextime, flextour and variable work hours are some of the more common titles. Some agencies only consider flexitime to be any program that allows employees to change schedules on a daily basis. Anything with less flexibility or fewer options is frequently called staggered hours or glidetime. Our definition for this manual covers all of these programs, the primary requirement being some degree of employee choice in determining arrival and departure times.

COMPRESSED WORKWEEKS: Employees work full-time schedules with their contracted number of work hours spread over fewer but longer workdays.

Most of the compressed workweek programs described in this book follow a ten hour per day, four days per week schedule, although there is some use of other variations, such as five days one

week, four days the following week. There are a few cases of compressed schedules for 24-hour shift operations, such as fire fighters employed at state facilities.

PERMANENT PART-TIME: Permanent part-time employees regularly work substantially fewer hours or days per week than full-time workers, in jobs traditionally permanent and full-time.

We have attempted to exclude, with this definition, any agency or state policy which permits hiring of part-time personnel to fill positions created to fit a specific agency workload need, such as morning work in a mailroom facility. Also, we have included only those programs which offered some benefits to its part-time work force, either on a full or prorated basis. Permanent part-time employees in state agencies are usually eligible for the same kinds of benefits as full-time employees. However, most states require a minimum number of work hours as a basis for eligibility. Vacation, sick leave and personal leave are generally prorated, while health and life insurance and pension benefits are made available in full or in part.

JOB SHARING: Two or more employees, each working less than full-time, divide the responsibilities and duties of one full-time position.

Most job sharing programs have been formally implemented either by legislation or executive action. Job sharers are normally eligible for the same benefit packages as part-timers.

TRANSITION RETIREMENT: Older workers have the opportunity to reduce their work hours gradually to ease into retirement.

This program is also known as phased, graduated or flexible retirement. Although similar to part-time in terms of the number of hours and types of schedules worked, transition retirement is distinguished from part-time in that it is established for workers meeting age and/or service requirements.

VOLUNTARY TIME-INCOME TRADEOFFS: Full-time employees can voluntarily reduce their wages or salaries for additional time off work. The option is renewable at predetermined intervals.

Time-income tradeoffs have been enacted to deal with budget constraints but are distinguished by the fact that they are voluntary for employees.

Occupational Breakdowns

The results of our survey indicate that flexitime appears to be considered most suitable for workers in traditional office settings. Flexitime programs most commonly involve professional, supervisory and clerical workers. While no category is usually excluded from participation, there are relatively few programs in which service or craft workers or operatives participate. When categories are specifically excluded, they are generally those in 24-hour continuous operation facilities, such as state operated hospitals. However, in some cases, workers in 24-hour shift operations are allowed to use flexitime.

In contrast to flexitime, compressed schedules are often used for workers in non-office settings. Numerous states have implemented compressed workweek programs for their highway maintenance crews. Other frequent users of compressed schedules are employees in data processing units, where use of computers must sometimes be shared with other state agencies and be scheduled well in advance, and operators of equipment and machinery which can be more efficiently used by having fewer start-up and slow-down periods.

Most permanent part-time employees in state agencies are employed in white-collar, traditional office settings. According to the data received from the questionnaires, the majority of part-timers are in clerical positions, with some in professional categories and a few in supervisory positions. Some states which mandate permanent part-time programs have specific goals for employing part-time workers in categories at all levels.

Most job sharing programs involve either clerical or professional workers. Although no occupations are usually excluded, in practice job sharing is rarely used outside traditional office settings. Formal job sharing programs established on a statewide basis frequently attempt to involve more persons at professional and management levels.

Reasons for Initiating Programs

Administrators and other state officials initiate alternative work schedules to meet specific needs or help alleviate specific problems or concerns. Objectives for starting programs can be grouped into the following categories: productivity; service to the public; transportation and energy; social responsibility to employees; quality of working life; costs; recruitment and employment; and better management practices.

Transportation and energy concerns were the most frequently

cited reasons for starting both flexitime and compressed workweek programs. For flexitime, specific reasons often included easier commuting, better use of public transit and carpooling, reduced traffic congestion, and gasoline savings. Compressed workweek users cited the desire to make more energy-efficient use of buildings and equipment as well as to save on commuting time and gasoline.

Productivity improvement was given by a large number of states as a primary reason for initiating flexitime. Specific productivity issues mentioned were short-term absences, tardiness and sick leave usage, although more often the general goal of improved productivity was listed. The desire to improve service to the public and the quality of employees' working lives were also frequently cited as providing incentives for starting flexitime programs.

For those using compressed schedules, a common reason for initiation was reduction of costs, either by reducing or eliminating overtime, making better use of equipment, or reducing travel time on the job for certain groups of workers.

Those states which initiate permanent part-time and job sharing programs most often do so to increase employment opportunities for certain groups, as well as to attract and retain skilled workers. Productivity improvement is also cited as an impetus for hiring either part-timers or job sharers. Voluntary time-income tradeoff programs are usually offered because of budget constraints.

Initiation of Programs

Initiation of the various work schedule options has come from different sources in different states. In some states, alternative work schedule programs have been mandated through such formal measures as legislation or executive order; in other states, initiation of scheduling variations is left to the discretion of department or agency heads. Some states have bargaining agreements which cover the possibility of alternative work schedules for members of the bargaining unit, and some have provisions for flexitime, compressed workweeks or part-time employment in the state code, constitution or fiscal rules.

Six states have passed legislation calling for statewide implementation of flexible work hours, or flexitime. Considerations covered by such legislation vary. Some bills specify numerical goals, require oversight and evaluation by the state personnel department, or request yearly agency progress reports. Other legislative measures leave implementation procedures up to the individual departments. In some instances, the operational parameters of a flexitime program are outlined in the legislation, while in others it is left to

participating agency heads to determine what type of program best suits the work requirements of the department.

In five states, executive orders from governors mandate statewide flexitime programs, and executive recommendations or verbal authorizations exist in four more states. In some states, approval from the governor's office is required for agency initiated flexitime programs.

In four cases, statewide flexitime programs were initiated by the state's personnel or administration department. Usually this process has involved issuance of detailed personnel directives and guidelines to all state agencies, as well as a careful process of oversight, technical assistance and evaluation on the part of the personnel department.

Compressed workweek programs have been authorized by legislation in two states and by executive recommendation in one. In several states, governors have approved agency initiatives in implementing a compressed workweek program. In certain instances, compressed workweeks can occur as a result of flexitime provisions. And in at least two states, compressed workweek programs were initiated by governors as a conservation measure during a period of energy crisis, and discontinued once the immediate crisis had passed.

Permanent part-time employment is mandated through legislation or legislative recommendation in six states. In several others, statewide personnel policies encourage agency use of part-time employees. As with flexitime, legislation on part-time employment varies with regard to goals, targets and mode of implementation.

Legislation calling for use of job sharing in state government has been passed in seven states, and in two states job sharing is mandated through executive order or memorandum. Again, the scope of the legislation varies, in some states calling for statewide implementation and in others authorizing pilot projects in specific agencies.

Implementation

Of particular interest to administrators considering use of alternative work schedules is the wide range of procedures undertaken by states or agencies in the process of implementing the various work scheduling options. These procedures, summarized briefly here and covered in greater detail in the state entries, often make the difference between the success and failure of a program.

In the case of both flexitime and compressed workweeks, agencies in a number of states preceded implementation with feasibility studies and surveys to determine worker interest. A common procedure in many states, either at the statewide level or on an

individual agency basis, is the implementation of a pilot program. This procedure permits careful testing of a program for a limited period of time before the determination is made to implement a program on a permanent basis. Agencies in at least 15 states have had pilot flexitime programs, and approximately ten states have had trial compressed workweek programs prior to permanent implementation.

Pilot programs have generally proved to be beneficial procedures for working out operational issues and problems that can arise during the course of a program. In most cases, evaluations are conducted at the end of the trial period to determine the final scope and operational requirements of the permanent program.

The role of unions during implementation of alternative work schedule programs varies. In at least six states, agency flexitime programs are permitted under specific bargaining agreements. Other types of work scheduling options are also sometimes covered by labor agreements. Some states or agencies have involved unions in the planning phases of a program, at times within the format of a joint labor-management task force.

The role of the central state personnel departments during the implementation process varies enormously. In states where alternative work schedules are implemented solely through individual agency initiative, there may be no involvement at all on the part of the state personnel department. However, where programs are initiated through legislation, executive order or central personnel directive, the personnel department may play an important role on a statewide basis. In at least eight states, the personnel department sets guidelines for flexitime programs and assists agencies with implementation. In a few states, legislation gives the state personnel director authority to coordinate part-time employment efforts.

In some states, implementation of part-time or job sharing requires changes in job ceilings. Flexitime and compressed workweek programs sometimes necessitate revisions of regulations concerning overtime. Where such adjustments have been necessary, the regulatory barriers to implementation have not proved insurmountable.

No listing of implementation measures could be exhaustive. Agencies have often been creative in dealing with possible problems, and have tailored implementation efforts to the needs of the work force. Where supervisors were reluctant to implement flexitime, for example, educational sessions and workshops have been set up to discuss the managerial problems involved and find appropriate solutions. What becomes clear from the experience of most states, especially those with large-scale programs, is that the importance of careful planning, testing and communication with employees and supervisors cannot be overestimated.

Evaluation

Along with good planning and careful implementation, evaluation is an important part of alternative work schedule programs. The type of evaluation needed depends somewhat on the scope and objectives of the program. Legislation, executive orders and statewide personnel directives initiating flexitime, part-time or job sharing often have built-in provisions for ongoing evaluation and reporting.

The focus of an evaluation frequently depends on the objectives for implementing a program. For example, in many cases flexitime has been implemented in state agencies largely for the purpose of relieving traffic congestion and easing commuting in a capitol area. In such instances, the program is often evaluated by the state's department of transportation in terms of its impact on a variety of transportation-related issues as well as more general areas of impact. In addition to its transportation-related effects, flexitime is often examined in terms of expansion of service to the public, productivity measures, and employee job satisfaction.

Part-time and job sharing programs initiated in part to open employment opportunities in state government to women, handicapped individuals or older persons are evaluated with that intent in mind. Compressed workweek programs are often studied in regard to cost factors relating to transportation, energy and equipment usage, and overtime.

Specific findings of formal and informal program assessments are given in the individual state sections. Based on the broad range of evaluations which have been conducted, certain generalizations regarding the impact of different types of programs can be made.

The most salient positive effects of flexitime appear to be an increase in employee job satisfaction and morale, better service to the public, greater ease in commuting, and reductions in tardiness and short-term absences. Increased productivity, as well as reductions in overtime costs, are also considered to be significant benefits in a number of cases. The most common negative effects of flexitime are an increased difficulty in communication among co-workers and a lowering of supervisory morale; yet these problems were noted in only a very few evaluations and usually were remedied by more effective planning.

Compressed workweek programs have had widespread positive effects on productivity and morale as well as on service to the public, absenteeism, commuting time, and equipment and machinery usage. In several cases, communication among co-workers became more difficult. Interestingly, both negative and positive impact has been noted on overtime costs, possibly relating to how well overtime regulations are amended to accommodate the longer workday.

Permanent part-time programs have generally resulted in decreases in overtime costs and turnover, and improvements in morale and service to the public. Job sharing programs have had similar results, and both types of programs have to some degree facilitated efforts to hire more women, handicapped and older persons. Not surprisingly, the one drawback of part-time and job sharing is the potential increased cost of statutory and supplemental benefits. Yet this cost was mentioned as a negative effect in only a very few cases, as most states have dealt with this issue by prorating benefits.

While agencies in only three states indicated having voluntary time-income tradeoffs and only two states have agency transition retirement options, it is interesting to note their perceived effects. A phased retirement program has had a positive effect on absenteeism, sick leave usage, morale, and ease of transition to retirement, and a negative impact on pension and supplemental benefits levels. The same agency reports a positive impact of time-income tradeoffs on absenteeism, turnover, and sick leave usage. In another state where a program to allow voluntary time-income tradeoffs was recently initiated by the governor, administrators are working to solve problems related to state personnel policies, union concerns, and supplemental and pension benefit provisions.

Overall, the state experience with alternative work schedules appears to be a positive one. In only a few cases have alternative work schedule programs been discontinued. Flexitime programs appear to be the easiest to implement on a broad scale, requiring a minimum of administrative inconvenience and cost. What stands out from most evaluations of all types of alternative work schedule programs is the generally enthusiastic response of employees and supervisors alike, and the judgment that the benefits to employees, the state and the public far outweigh the disadvantages.

ALABAMA

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compressed workweek

Compressed workweeks are initiated by agency request and require the approval of the State Personnel Board.

The **Alabama Dairy Commission** implemented a compressed workweek program in September 1979 to improve productivity, ease transportation/commuting problems and reduce overtime costs. The Commission first surveyed workers to determine interest in a compressed workweek and initiated a pilot program before implementing on a permanent basis. Twelve workers participate, working four 10-hour days each week. When working overtime, participants earn one hour compensatory time for each extra hour worked.

Impact assessment, through data collected on work sheet assessments and supervisor reports, shows positive impact on tardiness, supervisor and employee morale and job satisfaction, overtime costs, public service, productivity and gasoline usage.

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The **State Highway Department** implemented a four-day, ten-hour-day workweek during daylight saving time for highway maintenance crews in order to save on fuel and equipment costs and for more effective use of available manpower. No formal study is planned, but the Department will review work records to determine the effectiveness of the program. Prior to state-wide implementation in the Department, three divisions had pilot programs.

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ALASKA

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flexitime
compressed workweek
permanent part-time

In 1979, the Alaska legislature passed Senate Concurrent Resolution No. 3 am H requesting the governor to pursue a policy of granting state employees the option of flexible working hours. Some agencies had already begun using flexitime through the collective bargaining process. The legislature saw flexible working hours as a means of improving service to the public, making more efficient use of costly equipment, enhancing employee morale and productivity, and relieving traffic congestion. A formal agreement between the State of Alaska and the Alaska Public Employees Association gives permission for establishment of flexitime by division directors.

Compressed workweek programs may be established in state agencies by mutual agreement between the employer and the union. Several Letters of Agreement have been negotiated with the union concerned providing for use of four-day workweeks in different agencies and specifying the extent of usage, overtime applications and holiday and leave accrual.

The **Department of Transportation and Public Facilities** (DOTPF) implemented a flexitime program in April 1980 as a result of a bargaining agreement with the local union group. Participating employees may change their schedules with the approval of the supervisor, but may not bank hours. Hand-written time sheets are used to record hours worked each day. Informal evaluations indicate the program has had positive effects on employee morale, overtime costs, service to the public and commuting time, but a somewhat negative effect on supervisors' morale.

Labor trades and crafts employees of the DOTPF have been operating on a compressed workweek schedule of three 9½-hour days and one 9-hour day since 1977 under an agreement with the bargaining unit's representative. The program was implemented to provide better service to the public and has had a positive effect on service as well as on morale, commuting time and productivity. A negative impact on overtime costs has been observed.

The DOTPF also employs about 300 craft, clerical and professional or technical workers on a part-time basis. Permanent part-time employment is also covered by agreements with the unions, and is defined as less than full-time employment. Employees who work at least 32 hours per week are eligible to receive prorated benefits and leave. Use of part-timers is considered to have had a positive impact on service to the public, overtime costs and the cost of statutory, supplemental and pension benefits.

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ARIZONA

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flexitime
compressed workweek
permanent part-time

The Arizona state legislature passed legislation in 1978 legalizing a workweek of 40 hours in fewer than five days for Arizona public employees. Political subdivisions around the state had been authorizing unusual workweeks for years, particularly for fire-fighting personnel. Thus, the legislation legalized a long-standing practice. There are no reporting requirements and no central clearing house for state agencies or political subdivisions to report how they are using this authority, but the Personnel Division knows informally that some agencies and subdivisions are experimenting with workweeks of four 10-hour days and other variations of compressed workweeks.

The **Department of Economic Security** (DES) has had a compressed workweek program since January 1979 involving about 100 professional and technical employees in its social service programs. Initiated in order to improve productivity and service to the public, and at the request of DES employees, the program was begun as a pilot experiment. State statutes which provided barriers to establishment of the program have been changed.

Employees utilizing the compressed workweek work four 10-hour days per week. Compensatory time off is approved for work beyond 40 hours in one week. Assessment of the program, based on informal comments by supervisory personnel, shows the compressed workweek has had a positive impact on productivity, employee morale and job satisfaction, service to the public, commuting time and gasoline usage, and efficient use of office equipment.

The DES also employs a number of part-time personnel in institutions for the mentally retarded to cover weekend, morning and evening periods when clients are not in training sessions. Problems with personnel ceilings during the experimental period have been largely overcome by changes in budget requests to allow for more

positions. Although informal reporting shows positive effects of part-time employment on absenteeism, turnover, morale, overtime costs and service to the public, there has been a negative impact on the costs of statutory and supplemental benefits.

Part-time employees generally work half-time Monday through Friday or eight hours on Saturday and Sunday. Those who work 20 hours or more per week are eligible for full life and health insurance coverage and pension benefits, paid holidays, and prorated vacation and sick and personal leave. Promotion procedures are the same as for full-time employees.

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ARKANSAS

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No agencies in Arkansas are engaged in alternative work schedule programs.

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flexitime
compressed workweek
permanent part-time
job sharing
voluntary time-income tradeoffs

Flextime, permanent part-time, job sharing and compressed workweeks are permitted in state agencies under several sections of the State Government Code. Section 18020 establishes a 40-hour workweek as the policy of the state but allows different workweeks to be established to meet varying department needs. The State Personnel Board (SPB) is authorized under Section 18705 to provide by rule for days, hours and conditions of work, taking into consideration the different agency requirements and prevailing practices. The governor is granted the authority under Section 18020.1 to require four-day workweeks if it is determined that the best interests of the state would be served thereby.

State personnel policies now permit the use of flextime, permanent part-time and job sharing by individual agencies on their own initiative. All compressed workweek programs must also have the governor's approval before implementation.

In April 1980, the State Personnel Board issued a report to the legislature on the use of nontraditional employment programs in state agencies and departments. The survey covered flextime, variable workweek scheduling (compressed workweeks), permanent part-time and job sharing, and provided information on the extent of their usage, degree of success, agency attitudes toward increasing use of the programs or willingness to implement new scheduling plans.

Seventy-five of the 104 departments contacted responded to the survey, and of these, 72 indicated at least one form of nontraditional work program offered to their employees. Sixty-five percent of the departments provide two to three options, and four of the largest offices in the state (Departments of General Services, Motor Vehicles, Water Resources and Transportation) offer all four programs in some form.

Job sharing, part-time and compressed workweeks are found in a

wide number of departments and a broad spectrum of jobs, but the number of participants is relatively low compared with the total work force. Flextime receives moderate usage through its formal and informal availability to employees.

The state defines flextime as a concept which allows employees to redistribute their work hours within the framework of the five-day, 40-hour workweek. The three basic requirements for agencies are working a 40-hour workweek; being present during a "core" time period; and being on the job when necessary to get the job done. Not all departments require employees' presence during the defined core time as long as the core hours of 9:00 - 11:00 am and 1:30 - 3:30 pm receive adequate coverage and workers are available for staff meetings and to meet departmental needs. Thirty-four departments have structured flextime policies while nine have initiated it in an informal manner, mainly to accommodate transportation situations.

Flextime is considered successful by nearly all departments implementing it. Some of the benefits are: improved morale, fewer transportation problems; increased use of carpools and public transit; increased productivity; extended hours of service to the public; fewer short-term absences; better management of peak workloads; extended telephone coverage; and quiet hours for projects requiring additional concentration.

Part-time employment is defined as working less than a standard 40-hour workweek on a regular schedule, which distinguishes it from intermittent and seasonal employment. Sixty-two departments employ 3,160 people on a permanent part-time basis. Most of the jobs fall in the clerical categories, but all occupational groups are represented. Advantages to agencies of part-time employment include improved attitudes toward work; retention of experienced employees; flexibility in scheduling to meet workload changes; and the availability of a pool of trained workers. One agency hires students on a part-time basis in order to gain a source of trained potential future employees and to maintain assistance for special projects and ongoing departmental programs. Advantages to employees include improved quality of life due to greater time to spend with family or on other interests. One agency reports that some full-time personnel have requested change to part-time for child care needs, family health problems, and personal reasons. Disadvantages to employees include loss of benefits, fewer promotional opportunities, reduction in income, and limitations on transfers.

Part-time employees have permanent civil service status and are subject to the same rules as other civil service workers. They retain coverage for workers' compensation, industrial disability leave, nonindustrial disability leave, life insurance and unemployment. They must generally work half-time or more in order to be eligible

for full health benefits. Vacations, holidays and sick leave credits and service credits are prorated.

Job sharing is defined as a full-time position shared by more than one person. The concept extends beyond merely working half-time, with two people sharing the responsibility for performing a single job.

Typically, job sharing employees have had to seek out this type of position from management. They are most often highly motivated and productive people, according to the SPB survey, and supervisors generally consent to this type of schedule in order to maintain them as employees within the department.

Twenty-six departments offer job sharing, and although only 198 persons fill 99 job sharing positions, the jobs themselves cover a broad range of positions and represent all of the general categories of occupations. Clerical positions are most frequently represented, but a wide range of professional positions are also filled by job sharers.

Twenty of the 26 departments regard job sharing as successful, with no negative responses. Some of the reasons for success include maintenance of or increased morale, productivity and quality of work, flexibility in scheduling, and potential for affirmative action. Also mentioned were decreases in absenteeism, turnover and overtime use, and retention of valuable employees through increased job satisfaction. Problems identified in the report included recruitment difficulties, reduced promotional opportunities, and increased benefit costs. Benefits are the same as for part-time employees.

When approved by the governor for a specific department, a four-day, ten-hour-day workweek schedule may be implemented. Currently 14 offices provide compressed workweeks involving approximately 1,746 positions. It has also been used as a temporary measure by other departments to meet a specific need or deal with a specific crisis, such as a transit strike.

In addition to the agency programs now in effect, the state legislature has recently enacted the Reduced Worktime Program, SB 370. The act will allow state employees to reduce their work time with the approval of the department whenever there is a one percent or more reduction in budgeted positions within the agency or department. Guidelines are now being prepared by the State Personnel Board to implement the program, which is a form of voluntary time-income tradeoffs. Employees may not be forced to involuntarily reduce their work times.

The act was passed in response to Proposition 13, so that the state could provide for continued high levels of service to the public despite possible reductions in the overall personnel budget. The legislature believed it would help maintain high employee morale, attract competent persons into public service, and retain skilled

workers now employed by the state.

If the SPB determines that a personnel reduction is contemplated by the governor in the budget, it shall conduct or direct each affected agency or department to conduct a survey of all permanent full-time workers to determine the extent of employees' desire to participate in a voluntary reduced work time program.

Another bill, SB 1859, the Reduced Work Time Act, was passed by the state legislature and became effective January 1981. It established a policy for the state to provide reduced work time for employees who are unable or unwilling to work the standard workweek. To the extent feasible, reduced worktime is available to employees who desire such arrangements. Included are such options as job sharing and other forms of part-time employment which the SPB finds consistent with maximum employment opportunities for persons wishing less than full-time work.

The bill requires that the Personnel Board adopt rules and regulations with respect to the implementation of the program, and allows employees who are forced into a reduced work time to file grievances.

The **Board of Governors of the California Community Colleges** is the only department reporting agencywide approval of variable workweek scheduling, with about half of the staff choosing this option. Reaction has been positive, with units on 4-10-40 programs now providing services to the public 50 hours per week.

The Labor Relations Branch of the **Department of Developmental Services** (DDS) began a compressed workweek program in August 1979 to improve productivity, reduce overtime and respond to employees' interest. Seven employees work a 4-10-40 workweek, and a formal evaluation by employee questionnaires indicates favorable impact on absenteeism, supervisory and employee morale and communication, and on commuting and gasoline usage.

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The flextime program at the **Department of Motor Vehicles** (DMV), which now involves 2,900 employees, started in 1975 as a result of the agency director's interest in testing flextime to help ease transportation and commuting problems for workers, provide increased service to the public and help recruit and retain a skilled work force. It was also hoped that flextime would facilitate some employees' child care arrangements.

The DMV conducted a worker interest survey and provided a flextime handbook prior to implementing a pilot program. DMV

employees are given choices of arrival between 7:00 and 9:00 am and departure between 3:30 and 6:00 pm, and use the core hours set by the SPB. Changes in schedules can be made daily, but employees must ensure that adequate office coverage is maintainted. Employees may bank up to four hours per day, but must work 40 hours per week. Positive impacts have been noted for short-term absences, sick leave, turnover, tardiness, employee morale, non-work activities, service to the public and transportation and gasoline usage. All DMV employees except those in field offices can use flextime.

DMV's compressed workweek program is used by only two groups: a small unit of truck drivers who provide a courier service between offices at night, and clerical workers who process vehicle registration in the downtown Los Angeles office. The latter arrangements were begun as an inducement to work in this area and to reduce turnover. Positive effects have been noted so far on absenteeism, employee morale, ease of commuting, time savings for commuters, and gasoline usage.

In January 1977 the Department initiated a two-year pilot part-time employment program in accordance with the requirements of State Senate Bill 570. The bill mandated a study of part-time in one agency to determine the feasibility of making part-time available at various salary levels of state government to meet the needs of all categories of state employees. Participants were either former full-time employees at DMV who wished to convert to part-time, or former "permanent intermittent" workers, a category of part-time state employees who work less than full-time but have no permanent schedule or guaranteed minimum number of work hours.

Using surveys, interviews, personnel records, budget data and contacts with other state agencies and groups, the DMV assessed the costs and benefits for both employees and employer. Based on its own experience, the DMV recommended that the state establish a policy supporting, wherever possible, employee requests for conversion to part-time; that supervisors and managers have control over determining part-time positions in their respective departments; that both job sharing and part-time continue; and that the State Personnel Board design new recruitment policies and procedures to identify candidates interested exclusively in part-time employment.

Currently, 15 professional and 300 clerical employees of the DMV work part-time on various work schedules according to unit needs.

A job sharing pilot program was conducted in 1978 as part of a State Personnel Board study of the feasibility of job sharing in state government. The study showed positive impacts on employee morale and co-worker communication and negative effects on costs of supplemental benefits. Although 18 employees were in job sharing positions during the pilot program, there are now very few job

sharing situations in the Department.

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In July 1977 the **Department of General Services** (DGS) established a policy of encouraging supervisors to approve employees' variable work schedules to facilitate the use of local mass transportation systems and private car pools, as well as to provide for employee convenience in conducting personal business.

Employees who are not on shift work or around-the-clock operations may work as early as 7:00 am and leave as late as 6:00 pm with prior supervisory approval. Those units on shift work or 24-hour operations must obtain approval from the Executive Office prior to initiation. Employees work 40 hours per week and typically work eight hours per day unless a different schedule is approved. Office coverage must be maintained from 8:00 am to 5:00 pm. Work schedules may be revised to meet certain needs such as transportation schedules but changes must be approved, since supervisors must maintain a current list of authorized duty hours for their employees.

Impact of the program as reported by management shows better commuting time and easier commuting, and improved use of public transit, carpooling, gasoline usage and energy/utility use for buildings. Negative impact on tardiness has also been noted.

The Department established a unique compressed workweek program for state police officers in the Sacramento area in July 1976, in order to provide increased service to the public and improve productivity. The program, called the police team concept, organizes officers into two sections, each consisting of a first, second and third watch team. Each section of three teams works ten-hour days on a 24-hour shift basis four days per week. One section works Sunday through Wednesday and the other works Wednesday through Saturday. With both teams on duty during the three watches on Wednesday, this day is intended for use by each team during alternate weeks to conduct proficiency and in-service training. Wednesdays are also used for scheduled time off.

Each team member works a normal work month, and overtime occurs when an officer works in excess of the normal work hours in the month. Vacations and sick leave are charged as ten-hour days, and holidays are counted as eight-hour days.

The pilot program was preceded by a feasibility study and survey of the officers to determine interest. Since data collection between July 1976 and June 1977 indicated positive impact on absenteeism, turnover, tardiness, supervisory and employee morale and job satisfaction, service to the public, communication among co-workers, and productivity, the program was made permanent.

California

Currently 57 police officers and six supervisory and management personnel are on the compressed schedules; all support personnel and clerical workers are on regular work schedules.

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COLORADO

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flexitime
compressed workweek
permanent part-time
job sharing

Colorado fiscal rules permit the use of flexitime and compressed workweeks for the purposes of reducing air pollution and improving employee morale. The fiscal rules, issued in 1962 and revised in 1980, define the workweek to be followed and the methods of computation for overtime and leave time.

An Executive Order issued by Governor Richard D. Lamm in June 1977 further established flexitime as a desirable work approach within the state government for improving morale, increasing productivity, reducing sick and personal leave and tardiness, and reducing traffic congestion. State Senate Bill 284 eliminated the requirement for overtime pay beyond eight hours in one day. Guidelines issued by the Department of Personnel (DOP) suggest various approaches to flexitime but leave implementation to the discretion of department directors.

Job sharing was also endorsed in 1977 in an Executive Order from the governor as an "appropriate and beneficial employment practice." The DOP investigated the feasibility of job sharing and, judging it to be a sound practice which would benefit both employees and the state, urged all appointing authorities to phase in job sharing positions. It was found that the only significant cost increase would come in the form of increased state contributions to group health and life insurance plans. All other fringe benefits would be prorated. A review of all the state's job classes led to identification of 166 classes considered suitable to job sharing arrangements.

In June 1978, the DOP issued a final report evaluating job sharing and flexitime in the state personnel system. The findings at that time regarding job sharing were discouraging, as only a handful of the state's agencies reported implementing job sharing. Further, the employees affected were for the most part clerical workers, while the

original intent was to open up jobs at the professional level for women unable to work full-time. The report speculates that an Executive Order, without a full-scale administrative program to demonstrate potential benefits, may not be sufficient incentive for agencies to chance the inherent risks of job sharing. Since 1978, there has been a gradual but significant increase in job sharing to the point of involving about two percent of the workforce.

Flexitime, however, received a largely positive reception, with most of the state's agencies indicating they allowed flexitime for their employees. Most of these departments used flexitime prior to the Executive Order, but many formalized or expanded their programs in response to the Order. Some of the flexitime programs involve core periods with flexible arrival and departure times; some involve compressed workweeks of four 10-hour days. Flexitime is considered to be an effective employment practice, perceived by employees and supervisors as having notable benefits and no significant negative effects.

The **Department of Administration** implemented flexitime and compressed workweeks in September 1977 as a result of managerial requests and in accordance with the guidelines of Senate Bill 284, the governor's Executive Order and the state personnel guidelines. The program combines varied starting and stopping times with several compressed workweek schedules and, in some cases, permanent part-time schedules. Standard schedules are developed by the individual work units. Starting and stopping times may not vary without prior approval or a revised unit schedule. The program has had a positive effect on tardiness, morale, overtime costs and commuting.

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The **Department of Agriculture** (DOA) implemented a flexitime program in 1979 to accommodate employee preferences, reduce per diem expenses, increase productivity, improve service to the public and ease commuting. Implementation procedures included a pilot program and an agreement among employees to a redefinition of the workweek to avoid overtime. An opinion survey conducted five months after implementation revealed positive impact on short-term absences, sick leave, supervisors' and employee morale, service to the public and ease of commuting. However, there appeared to be negative effects on tardiness, communication among co-workers, carpooling and use of private automobiles.

A compressed workweek program was implemented at the DOA

along with the flexitime program, with similar implementation efforts. Most employees on a compressed workweek work eight 9-hour days, one 8-hour day and have either a Monday or Friday off each two-week pay period. When a holiday occurs, it becomes the eight-hour day in the two-week cycle. The evaluative survey showed the compressed workweek program to have a beneficial effect on absenteeism, tardiness, employee morale, service to the public, commuting time, productivity and efficient use of office equipment. Negative effects were noted in the areas of communication, building energy usage and use of private cars for commuting.

Contact: Neil Peters, Departmental Personnel Administrator, (303) 839-2814.

The **Department of Natural Resources** has had a formal flexitime plan since the 1977 Executive Order in an effort to improve productivity, conserve energy and ease commuting. This plan, which permits flexible starting and stopping times but no banking of hours, applies to employees in the Denver offices. Department employees in the field have always worked hours to fit their mission. Supervisors report the program has increased employee morale and eased commuting, but has made carpooling and communication among co-workers somewhat more difficult.

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CONNECTICUT

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flexitime-pilot programs

The state of Connecticut is in the process of assessing the feasibility of flexitime in state agencies. Several recent contracts with bargaining units for state employees provide for the establishment of joint labor-management flexitime committees to determine the feasibility of flexitime. Pilot programs of three to six months duration have been recommended and implemented in several state agencies.

The joint committee's report and guidelines set out the manner in which flexitime would operate, and stress the importance of close cooperation between labor and management. Under the pilot programs, employees may vary the number of hours worked per day as long as they fulfill the required 35 hours per week and work no more than 10 hours in any day. A four-day workweek requires prior supervisory approval. It is the intention to test flexitime in as many agencies as possible, starting with those situations which are most suitable to flexible scheduling and working up to those sites which require special attention. Orientation and training are stressed, and an effort is made to anticipate problems and find positive solutions.

Provisions are made for review and evaluation of test programs. Participating agencies are urged to establish standards and criteria for monitoring, evaluating and reporting the effects of flexitime on production, public service, absenteeism, internal relationships and other operational activities to determine whether continuation, expansion or extension of flexitime is warranted.

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flexitime

State Merit Rule 5.0210 provides for deviation from the standard workweek with the approval of the state personnel director. In September 1978, four agencies participated in a one-month test flexitime program. Although reactions to the pilot were mixed, the flexitime programs were continued.

The **State Personnel Office** initiated flexitime in September 1978 at the request of the state personnel director and with the approval of the governor's office. The intent was to increase productivity, ease transportation problems, conserve energy, reduce tardiness and short-term absence, and fulfill a social responsibility to employees. A survey of employees to determine interest, a feasibility study and the one-month pilot were undertaken at the start. Despite low employee interest during the initial phase, the program continues with approximately 20 employees, or half the office's workforce, participating. Among those utilizing flexible schedules are professional/technical, managerial/supervisory, and clerical employees.

Employees must work 7½ hours each day and cannot bank hours. Core time is 9:00 am - 3:00 pm, with a flexible lunch scheduled between 11:00 am and 1:00 pm. Arrival time may be as early as 7:30 am and departure as late as 5:00 pm. Employees may change schedules on an occasional basis with approval from the supervisor. No written time records are kept.

Informal reporting and observation show flexitime has had positive effects on short-term absence and tardiness, morale, service to the public and ease in commuting.

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The **Office of the Auditor of Accounts** initiated a flexitime pilot program in October 1978 in order to provide flexibility for auditors to adjust work hours to the agency or program assigned, to increase productivity, and to provide better service to the public. The program has continued with all agency employees participating.

Delaware

Core hours are 9:00 am - 3:30 pm with a flexible lunch between 11:30 am and 1:00 pm. Arrival time is between 7:30 and 9:00 am; departure may be as late as 5:00 pm. Employees can vary hours on a daily or weekly basis with supervisory approval, but must work 7½ hours each day. Hand-written time sheets are used. No significant impact of flexitime has been observed.

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FLORIDA

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flexitime
compressed workweek

Although Florida has no formal statewide alternative work schedule program, some individual agencies have implemented flexitime and compressed workweeks on a limited scale. Problems have been encountered with the four-day workweek in the area of calculating paid holidays.

A flexitime program within the **Governor's Office** allows employees to formally request a starting time between 7:00 and 9:00 am and a stopping time between 3:30 and 6:00 pm, with an approved lunch schedule no less than 30 minutes and no more than two hours. Once a schedule is approved, it should remain in effect for the period approved. Employees in the upper pay grades are excluded due to the nature of their job requirements. Supervisors must ensure that sufficient employees are available between 8:00 am and 5:00 pm to provide the necessary services.

Contact: Jimmie C. Cooper, Internal Programs Coordinator, Governor's Energy Office, (904) 488-6143.

The **Department of Transportation** (DOT) implemented flexible working hours in October 1979 to improve the quality of working life for its employees, reduce absence from work and alleviate traffic and parking problems. A DOT personnel procedure sets core hours from 9:00 am - 4:00 pm. Eligible employees may request starting times as early as 7:00 am and stopping times as late as 6:00 pm, but must work five 8-hour days per week. Supervisory approval is necessary to go on a flexible schedule and to change the approved schedule. All work areas must be covered by a knowledgeable employee during normal working hours, and supervisors must ensure that employees do not abuse flexitime privileges. Employees are permitted to work flexible hours only so long as the services of an

office are not hampered. An employee's participation may be altered or cancelled as the work program dictates.

Formal implementation was preceded by a flexitime experiment of one year. The general impression was that both employees and supervisors felt flexitime had a positive effect on productivity and job satisfaction and did not have a negative effect on supervisory control. Employees have indicated that flexitime enabled them to better coordinate off-the-job interests with job responsibilities.

The DOT also uses the four-day, 10-hour-day workweek, primarily in the highway maintenance crews. This enables the work crews to remain at a particular site for more time and eliminates one day the maintenance vehicles are on the road.

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GEORGIA

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flexitime
compressed workweek
permanent part-time
job sharing

Although there is no formal statewide effort to implement alternative work schedules in Georgia, work scheduling variations may generally be administered at the discretion of department heads. Flexitime, in some form, is used by many departments. One or two departments are experimenting with compressed workweeks, but these are in trial stages. Permanent part-time and job sharing are utilized in various county health departments.

Concern with transportation and commuting problems, energy conservation, service to the public, recruitment and retention of skilled workers, and maximum utilization of equipment led to the use of flexitime. In most cases, surveys to determine worker interest as well as pilot programs, were part of the implementation process. Initial problems with state personnel policies and overtime regulations, as well as supervisory resistance to change, have been dealt with during the pilot stages and through improved record keeping and delegation of authority. Informal observation has shown flexitime to have positive effects on short-term absences, tardiness, employee morale, service to the public, commuting time and carpool usage.

Although flexible scheduling varies from department to department, it generally permits flexible starting and stopping times around a fixed core period. Employees may change schedules with prior supervisory approval.

Trial compressed workweek programs (four 10-hour days) were begun to increase productivity in some areas and to help recruit and retain skilled professional, technical and craft workers. The compressed workweek is used where extensive local or intrastate travel would require regular overtime payments under a normal work schedule, and to maximize utilization of costly equipment. Initial resistance to change decreased with time, but there are still some problems with payroll administration. Informal reporting indicates

that employee job satisfaction and productivity have increased with the compressed workweek schedule.

Permanent part-time and job sharing, where used, were initiated in order to recruit and retain skilled employees, particularly in the health field. Permanent part-time arrangements appear to have had positive effects on service, overtime costs, turnover, and hiring of women and the handicapped.

HAWAII

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flexitime
permanent part-time
job sharing (Department of Education only)

In September 1977, the Department of Personnel Services (DPS) set forth policy guidelines for a statewide flexible working hours program for Civil Service employees and requested all department heads to encourage maximum participation by employees. Departmental Circular 77-11 noted that this would be the first widespread application of flexible work hours within the state government and would serve as a pilot for subsequent applications in non-civil service jurisdictions. Executive Memo 1977-25, issued by Governor George R. Ariyoshi in conjunction with the DPS circular, urged all department heads to lend full support to the effort.

The flexitime program was intended to provide relief from rush hour traffic congestion, enable employees to participate in setting their own work hours, and improve productivity and efficiency through improved working conditions and increased hours of operation. It authorized two types of flexible working hours: staggered hours and glide time. While glide time offered more daily flexibility, in both cases employees must work eight hours per day. Core hours may begin no later than 9:00 am and end no earlier than 3:15 pm. Flexible arrival may be no earlier than 6:30 am and departure no later than 5:45 pm.

The DPS provides overall guidance in implementation and develops and maintains statewide data on the level of participation. Department and agency heads are responsible for developing and implementing the specific programs in accordance with the provisions of the policy, applicable rules, collective bargaining agreements and regulations.

During the summer of 1979, the DPS conducted a survey of managers to assess the effects and value of the flexible work hours program. The results showed flexible hours to have been widely implemented , with a majority of supervisors feeling favorably about

the idea both before and after the program started. Managers felt flexitime had a highly positive effect on coverage, morale, commuting, productivity, absenteeism and service. Flexible hours were least effective in those areas of greatest concern to supervisors on a daily basis—scheduling, communications, and the difficulty of managing/supervising. Yet even in these areas, a majority of managers felt the impact had been positive.

Permanent part-time positions in Hawaii's State Civil Service are found in a variety of job classes. Eligibility requirements for benefits vary according to the benefit in question. Generally, however, employees appointed for three months or more and who work at least 20 hours per week usually are eligible for the same benefits as full-time employees.

State Senate Bill 2114-78, HD 1, CD 1, signed by the governor June 1, 1978 as Act 150, established a three-year job sharing pilot program within the **Department of Education** (DOE). The purpose of the program is to meet changing employment needs in Hawaii by providing increased employment opportunities on a less-than-full-time basis. The DOE was chosen for the pilot because of the disproportionate number of unemployed teachers as well as the probability of providing a more stimulating environment for both teachers and students.

As established in the 1978 legislation, no more than 100 full-time teaching positions could be converted to job sharing positions. The 1980 legislature removed the restriction that only teachers could participate, thereby enabling other tenured certified school personnel—such as counselors and librarians—to participate in the project. When a permanent, full-time employee requests and is approved for job sharing, the position is converted into two job sharing positions, one of which is filled by the permanent employee and the other by hiring under Act 150.

Benefits that can be divided in half, such as sick leave, are computed in this manner. Benefits that cannot be divided are provided in full to each employee. Newly hired job sharers are excluded from collective bargaining, but permanent employees who convert to job sharing remain in the bargaining unit. At the end of the pilot program, the employees who held full-time positions prior to their participation in the project are entitled to resume their positions full-time without loss of tenure. For purposes of promotion, job sharers are evaluated individually. The teachers' union and women's groups were supportive of the job sharing plan, and the Hawaii State Teachers' Association and Hawaii Government Employees Association were consulted in developing the project guidelines. A manual establishing tentative guidelines and procedures

relative to implementation was published by the DOE in September 1978. The program went into effect in January 1979.

Job sharers normally each work 17½ hours per week. In some cases the job is split so that each partner works half a day, five days per week. In other cases partners work all day Monday and Tuesday or Thursday and Friday and alternate Wednesday every other week. Overlap may occur in some instances. The precise schedule is negotiated between the teachers and their principal.

The Office of the Legislative Auditor of the State of Hawaii is required to monitor and evaluate the pilot project and to report to the legislature each year on the status of the program. The first report, in 1979, summarized the progress made in implementation and the demographic characteristics of the participants, as well as outlining some problems and issues that emerged. The 1980 report evaluated the project in greater depth and found that it had been generally effective in achieving the objectives of the program. The report recommended that the legislature remove certain eligibility restrictions imposed by Act 150 so that a better assessment of the potential merits of job sharing could be made. It also suggested that the DOE work with representatives of the collective bargaining units to resolve issues related to substitute teaching, division of workload, position retention rights of tenured teachers and conditions under which new hires might be granted probation and tenure.

The final report, issued in March 1981, focuses on the extent to which the pilot project has demonstrated the feasibility of job sharing in the DOE. As of the report date, 109 tenured teachers and 108 new hires had participated in the project.

The evaluation confirmed the effectiveness of the pilot project. It found job sharing to be a feasible and desired employment option for teachers and a means of creating a more stimulating and satisfying environment for tenured teachers. Principals generally found job sharing less difficult to implement than they had anticipated and were pleased with the way it worked in their schools. The subjective interview and survey responses of students, parents, job sharers and principals indicated that job sharing had a generally positive effect on the quality of education.

An analysis of costs indicated that the operating costs were less than the costs which would have been incurred by the DOE without the project and that administrative costs are minimal despite the increase in the number of project participants.

The evaluation determined that there is a strong case for establishing job sharing as a permanent employment option in the DOE and makes a number of recommendations should the legislature decide to establish job sharing in the DOE as a permanent program.

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IDAHO

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flexitime
compressed workweek
permanent part-time
job sharing
time-income tradeoffs
transition retirement

Flexitime has been given verbal authorization by the governor of Idaho, and most of the state's 19 executive departments have flexitime programs. All departments utilize permanent part-time employees and three or four have compressed workweek schedules.

The **Department of Law Enforcement** uses flexitime, compressed workweeks and permanent part-time employees. The flexitime program was begun in January 1978 as a result of employee requests for this option and to conserve energy and ease commuting. Only police officers are ineligible to participate in flexitime. There are no set core hours: employees may arrive at work as early as 7:00 am and leave as late as 6:00 pm, but must work 40 hours, five days each week. Schedules may be changed on a weekly basis with prior supervisory approval. Each division manages its own personnel schedule and no written time records are required. Informal assessment indicates that the program, involving approximately 100 clerical workers and 20 professional and managerial/supervisory employees, has had a beneficial effect on employee morale, turnover, overtime costs, communication among co-workers, non-work activities and commuting-related issues.

The compressed workweek program, begun in June 1980, involves some 100 clerical workers and 10 managerial/supervisory employees. Again, police officers may not participate. The program was initiated in response to suggestions from employees and the department's personnel section and, as with flexitime, a survey of workers was conducted to determine interest. It was felt that, aside from meeting personal needs of employees, a compressed workweek would help conserve fuel and increase productivity. The compressed workweek consists of four 10-hour days. Overtime is paid for hours in excess of 40 per week. Informal evaluation shows the program has had a

positive impact on absenteeism, turnover, tardiness, employee morale, communication among co-workers, non-work activities, productivity and transportation.

The department has employed part-time staff since 1970, largely as an effort to provide employment to college students. Part-time employees must work a minimum of 20 hours per week to be eligible for full health insurance and prorated life insurance, pension plan, vacation, holidays, and sick and personal leave. Police officers, managers and supervisors are excluded from part-time arrangements. About six clerical workers have been recruited from outside state government to work part-time schedules, usually four hours per day, five days a week. The program has been successful in providing employment for older workers and college students.

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The **Department of Transportation** (DOT) has a flexitime program similar to that at the Department of Law Enforcement and also utilizes a four-day, ten-hour-day schedule for its drilling crews as a means of increasing productivity.

The DOT allows workers to phase their retirement by working fewer hours per day and per week. This program was initiated in 1964 in response to workers' needs and a survey to determine worker interest. The program appears to have had a positive effect on absenteeism, sick leave, morale and the transition to retirement, but a negative effect on pension and supplemental benefit levels.

At their request and with approval from management, a few workers employed by the DOT are taking time-income tradeoffs. These employees work fewer hours per day or week but maintain full health benefits and prorated life insurance and pension benefits as well as vacation, paid holidays and sick leave entitlements. The time-income tradeoff option has had a positive impact on absenteeism, turnover and sick leave.

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ILLINOIS

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flexitime
compressed workweek
permanent part-time
job sharing

On September 6, 1979, Governor James R. Thompson signed into law House Bill 837 which amended the Personnel Code to provide for additional flexible hours positions in state departments and agencies. These positions now include permanent part-time (20 hours or more per week), job sharing and compressed workweeks, as well as flexitime. The prime objective was to accommodate the scheduling needs of state employees.

Under the legislation, the director of the Department of Personnel is to work with directors of each department or agency to establish goals for flexible hours positions, the purpose of the amendment being to expand the number of positions available for flexible hours and to expand the types of work schedules available for use in meeting the goals in any agency. Agencies having 24-hour operations may allow employees to be on flexible hours during any shift, subject to the operating needs of the agency. When a goal of 10 percent of the positions in a department or agency being available on a flexible hours basis has been reached, the department is to evaluate the effectiveness and efficiency of the program and determine whether to expand the number of positions available for flexible hours to 20 percent. The Department of Personnel is directed to give technical assistance to agencies in achieving their goals, and to report to the governor and the General Assembly each year on the progress of each department and agency. A memorandum from the director of the Department of Personnel explains the workings and intent of the amendment.

The revision also paved the way for use of four-day workweeks in state agencies. Discussions took place between state personnel officials and representatives of the union concerning the implementation of compressed workweeks.

The **Department of Transportation** has approximately 270 of its

7,500 employees in selected operations on a compressed workweek of four 10-hour days on a trial basis. The four-day week is used when the Department feels efficiency and economy will be served by such a schedule and where there is unanimous agreement among affected employees. District Bureaus of Maintenance and Traffic are the primary users of the compressed workweek, but it is also employed in other bureaus.

Preliminary review revealed favorable reactions by both employees and managers. Initial problems with administering benefits were alleviated by converting time accounting applications to hours. During weeks containing holidays, all schedules revert to a five-day week, although one survey crew is experimenting with an alternative.

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INDIANA

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There are no agencies in Indiana operating on alternative work schedules. The State Personnel Division has had a few inquiries from smaller departments requesting information relative to flexitime, but no interest has been shown in any other form of alternative work schedule program.

Under Indiana law, the State Personnel Board must approve any variance in work schedule from the standard workweek. One agency, a large urban county welfare department, has requested and received authority to begin a flexitime program on a pilot basis. However, due to that agency's involvement in a process of physical relocation, implementation of the flexitime pilot has been postponed.

IOWA

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flexitime
compressed workweek
permanent part-time

Iowa agencies have utilized flexible work schedules for over four years. It is the prerogative of the individual agencies to initiate scheduling options in order to deliver services in the most effective manner. Although the Merit Employment Department does not keep information on individual agencies or programs, certain generalizations can be made about the Iowa experience:

- Some agencies can use flexible scheduling throughout their service, while others cannot.
- Personnel or units not involved in daily production seem to work best.
- Supervision of variable work scheduling has not proven to be a large barrier to completion of work by personnel or units.

There has been little experience in Iowa with job sharing because agencies have found this can cause more problems in filling vacancies on turnover than with full-time or part-time positions, and because the comptroller's office views full-time equivalents and position control in a fairly strict manner.

The **Department of Transportation** (DOT) permits the use of a compressed workweek of four 10-hour days under the authority of DOT Policy Nos. 200.01 and 200.03. These policy statements clarify the divisions and offices which may use the compressed workweek, the work crews which may be involved, the individuals who must assume responsibility for administering the adjusted workweek schedules, and conditions which must be met in order for the compressed workweek to be applied. Among the necessary conditions are the requirements that the alternate schedule result in reduction of travel time, equipment costs or subsistence costs, and that service to the public not be unduly limited or jeopardized. The policies also state that the union and the affected employees must be given 14 days notice prior to making any permanent changes in work schedules, as per the Non-Professional Collective Bargaining Agreement effective July 1, 1979.

Iowa

Policy No. 200.04 of the DOT provides for use of flexitime schedules by all divisions with the exception of Highway Division personnel outside the headquarters complex, personnel designated as "field staff," and personnel subject to special work scheduling considerations. The policy was established by authority of the DOT director, in accordance with Executive Order No. 25 of July 13, 1977.

The flexitime policy provides employees with the option of flexing their daily work hours within the parameter of a five-day, eight-hour day workweek. Core hours are 9:30 am - 11:30 am and 1:00 pm - 3:00 pm. Employees may begin work as early as 7:00 am and end as late as 6:00 pm. A lunch break of 30 minutes to one hour must be scheduled. Employees' schedules must be established before the beginning of each quarter for each three-month period. However, flexibility of scheduling is permitted within this context.

Policy No. 200.04 sets out the specific responsibilities of supervisors and division and office directors in regard to the flexitime program, and specifies that each office must be accessible to the public between 8:00 am and 4:30 pm. Under the Non-Professional Collective Bargaining Agreement of July 1, 1979, the union and affected employees must be given 14 calendar days notice prior to making any permanent changes in work schedules. A permanent change is considered to be one which lasts two weeks or longer.

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KANSAS

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flexitime
compressed workweek
permanent part-time

Employment of permanent part-time personnel is a long-standing practice in Kansas, although there is no formal effort.

On October 1, 1979, the secretary of the **Department of Transportation** issued DOT Personnel Directive Subject No. 1852.00/01 permitting employees at DOT headquarters to request modified work schedules, or flexitime. Employees must work eight hours every day and must be present during core hours of 8:30 am - 4:30 pm. Arrival time may be as early as 7:30 am and departure as late as 5:30 with a lunch break of one hour. Department heads approve schedules, which may not be changed except by written request and approval.

The DOT also utilizes compressed workweeks for maintenance field employees during daylight savings time. The feasibility of flexitime and compressed workweeks was considered in DOT executive meetings prior to implementation, with input from district and headquarters personnel.

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KENTUCKY

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flexitime
permanent part-time

During the summer of 1977, the Kentucky Department of Personnel conducted a two-month experiment with flexitime for all Personnel Department employees. As the effect of this short experiment was positive, another longer experiment was undertaken during which effects on production, morale and transportation could be evaluated. After this seven-month period, information gathered from opinion questionnaires, payroll records and division directors indicated that flexitime had highly positive effects on production and morale and was strongly supported by directors and supervisory-level personnel. The impact of flexitime on transportation was not clear, but indicated a possible adverse effect on carpools.

As a result of this evaluation, the governor recommended in June 1979 that all state agencies in the Frankfort area have the option of implementing flexible work hours for a one-year period. An evaluation of the one-year program involving a wide scope of agencies led to extension of the flexitime program through June 30, 1981. The Department of Personnel is charged with assisting other agencies in establishing procedures and practices for implementation and monitoring of the plan, and is responsible for monitoring the statewide effort.

The flexitime plan used in Kentucky calls for a core period of 9:30 am - 3:00 pm, with flexible schedules starting as early as 7:00 am and ending as late as 6:00 pm. The standard 7½ hours must be worked each day. Schedules are maintained and monitored by each work unit. Frequent changes of schedule are considered disruptive, but deviations are permitted at regularly scheduled intervals and at the discretion of each supervisor.

LOUISIANA

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flexitime
compressed workweek
permanent part-time

Under the Louisiana Civil Service System, concepts of flexible work hours, compressed workweeks and permanent part-time employment exist to a limited degree in many state agencies. While there are no formal programs, these alternatives are available on an individual agency basis. Flexitime and compressed workweeks seem to be gaining in popularity.

In the **Department of Natural Resources**, a workweek of four 10-hour days has been implemented on a trial basis in the payroll and data processing sections. In payroll, the purpose is to alleviate peak periods resulting from specialized deadlines; in data processing, the goal is to obtain better use and reduced turn-around time in utilizing a centralized computer with peak loads during normal work hours. In both sections, approximately one-half of the staff works Monday through Thursday while the other half works Tuesday through Friday.

Also under consideration is an alternative schedule which would comprise an 80-hour, bi-weekly work period with eight 9-hour days, one 8-hour day and one Friday off. Approximately half the staff of one section would be off one Friday and half the next Friday.

Full evaluation of these compressed workweek methods will be made after an appropriate period of time.

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MAINE

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flexitime
compressed workweek
permanent part-time

Permanent part-time positions exist to a significant extent throughout state service. Some agencies are experimenting with flexitime, but on a limited or controlled basis.

The **Elizabeth Levinson Center** has had a compressed workweek of four 10-hour days since it opened in 1971. The purpose is to allow shift overlap one day per week to facilitate communication between workers assigned to the same clients and to increase economy in orientation, in-service, and usage of compensatory time. Professional, technical, operative and direct care personnel utilize the compressed workweek; trade, supervisory and educational personnel are excluded from this scheduling option. Time worked over 40 hours in consecutive work days is paid at time-and-a-half.

In 1978, the Center, at the initiative of the director, began using permanent part-time professional, technical service and direct care personnel to increase productivity and ease budget constraints. A labor-management committee aided in the implementation of this program. Permanent part-time employees work between ten and 39 hours per week. Those who work 20 hours or more are eligible for prorated benefits. Positive effects have been noted on absenteeism, turnover, morale, service and overtime costs.

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MARYLAND

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flexitime
permanent part-time
job sharing

House Joint Resolution 17, passed during the 1977 session of the Maryland General Assembly, called for a statewide pilot study of flexible work hours as a means of increasing availability of state services to the public. The six-month project was coordinated by the Department of Personnel, and many state agencies elected to continue flexitime on a permanent basis when the pilot ended. Individual agencies administer their own flexitime programs within the guidelines established by the Personnel Department. All employees, including those who choose to operate on flexitime, must work five days a week for a total of at least 35½ hours. The number of hours worked per day may vary within this context.

At the end of the six-month trial, in October 1978, the Department of Personnel issued a report on flexitime based on the experiences of participating agencies. It was found that flexitime provided employees with a benefit that required no extra cost or significant administrative adjustments. Specifically, employee morale and job satisfaction improved, travel to and from work was easier, tardiness was reduced, service to the public was expanded, and communications improved slightly because of the core period. Potential problems such as scheduling meetings and maintaining supervision were largely overcome through processes of informal interaction. Further, it was felt that employee recognition that violations of the spirit of the program could endanger its continuation prevented issues of supervision and an "honor system" of time keeping from becoming problematic. The report noted that success is contingent on proper preliminary planning and preparation, ongoing evaluation of program effectiveness, a commitment on the part of top managers, inclusion of supervisors and managers in the program, and informal cooperation to supplement the formal structure of the program.

During the 1975 legislative session, the Maryland General Assembly enacted House Bill 623 promoting permanent part-time

employment in the executive branch as a means of providing employment opportunities in state government to individuals unable to work full-time. The law required that at least one percent of the positions at every level in all executive agencies be available on a part-time basis the first year, unless the secretary of personnel judged this minimum to be in conflict with efficient performance of an agency. An additional one percent per year positions were to become available for part-time employees, with a maximum of five percent at each level. Each agency must maintain procedures and projects to carry out the policy. The secretary of personnel is responsible for assisting the agencies. Although part-time employment had existed in Maryland state government prior to 1975, there were no formal programs until that time.

Article 64A, sections 50 and 51 of the Maryland Annotated Code specify that a part-time workweek means not fewer than 17¾ hours and not more than 32 hours per week, and that part-time employees must work on no less than two days per workweek. The Code establishes reporting procedures for the executive agencies and the secretary of personnel and establishes a prorated basis for benefits for part-time workers.

Personnel officials note that careful planning, involvement of department heads during the planning stages, and use of demonstration projects are important in assuring the success of a large-scale part-time program.

The **Department of Health and Mental Hygiene** (DHMH) continued its flexitime program for full-time employees after the pilot program in 1977-78. Approximately 57 professional/technical and 46 clerical workers participate in the program. Core hours are 10:30 am - 3:30 pm, with flexible arrival as early as 7:30 am and flexible departure as late as 6:30 pm. A lunch break of 54 minutes must be scheduled between 11:00 am and 2:30 pm. Hours of work may vary from one day to the next, as long as core hours are observed and a total of 35½ hours are worked each workweek. Initial problems relating to the requirement for follow-up and supervision of participants by program directors and supervisors were handled through training and orientation sessions. A supervisors' survey indicated that the program has had positive effects on tardiness, morale and service.

Approximately 700 employees at DHMH (about four percent of the department's workforce) are on part-time schedules. Since the program began in 1975, problems relating to benefits have been handled by on-going discussions and meetings with the Maryland Department of Personnel and revisions of state merit systems rules and regulations regarding leave and insurance policies. Part-time

employees who work at least half-time receive full health insurance and pension coverage, and all part-time employees receive prorated vacations and leave. Part-time employees are paid only for those holidays falling on days they are normally scheduled to work. Promotions are handled on a basis identical to that used for full-time employees, although part-time work experience is prorated.

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MASSACHUSETTS

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flexitime
compressed workweek
permanent part-time
job sharing

Chapter 500—the Massachusetts Flexible Hours Employment Law, which passed the state legislature in 1974, was the first such legislation mandating alternative work schedules in state government. Chapter 500 required that state flextime and permanent part-time plans be coordinated through the Division of Personnel Administration (DPA).

With flextime, each agency is allowed the flexibility to establish its own bandwidth and core times, depending upon individual agency needs in terms of staffing, location and services provided. Flextime plan requests are then submitted to the DPA for final approval and implementation. The DPA also provides assistance and guidance at any stage during development, implementation and review, including auditing and problem resolution. Close contact is maintained whenever necessary, allowing a maximum of information exchange which is vital to the program's success. Coordination through DPA also provides for maintenance of records which is helpful in measuring success and maintaining a reflective profile of progress on a statewide basis.

Before implementation on a statewide basis, a demonstration program in early 1976 tested flextime in five agencies, with 580 employees participating at nine different locations. Evaluation revealed 96 percent satisfaction with the program, and flextime has now expanded to include 3,300 employees in 27 different agencies.

A majority of the flextime users are union members, and union participation in the planning stages, including the discussions prior to issuance of the regulations on flextime, was very important in resolving union concerns and obstacles to the program's success.

Ongoing data collection, along with formal studies and reports, provides information on the statewide impact of flexitime. Positive effects have been demonstrated in the following areas: short-term absences, sick leave usage, tardiness, employee morale, overtime costs

and ease in scheduling non-work activities. Negative impacts on supervisor morale and on internal communication have been noted in several agencies, because the need for additional scheduling, cross-training and advanced planning has presented problems in several agencies with reduced staffing.

The transportation and energy implications of flextime for the state were recently assessed. The Association for Public Transportation in Boston analyzed a DPA survey of state employees at 12 agencies offering flextime to measure its impact on mode of transportation, commuting time, ease of commute and energy consumption. Results indicate that flextime provides significant advantages to employees and promotes the transportation and energy goals of the state. Use of public transit increased 5.8 percent, carpooling increased .8 percent and single occupancy auto use decreased by 6.4 percent. Commuting was easier for most of the flextime users surveyed, and travel time decreased.

Chapter 500 also provided for the establishment of permanent part-time programs in state agencies to enhance employment possibilities and working situations for women, the handicapped and older workers.

A part-time employee is defined as one who works a prearranged regular schedule, consisting of at least one-half of the full-time hours for the job title held; this might be either 18¾ hours or 20 hours per week. A full-time equivalency counting system is utilized so that two half-time employees are counted as one full-time equivalent.

Employee work schedules are mutually agreed upon according to the organization's and individual employee's needs. For example, part-timers may work a portion of every day, two full days and a portion of another, or three full days.

As of June 1980, 3,799 employees in state agencies worked part-time schedules, consisting of professional, managerial, supervisory and clerical workers. No occupational categories are excluded. Full-time employees can switch to part-time schedules, and according to a 1978 survey of five Massachusetts executive agencies, between one and five percent of their full-time employees were interested in working part-time. Sixty-eight percent of those surveyed found their part-time jobs by asking to switch. Employees who have chosen to change to part-time have indicated a wide range of reasons for doing so, including health, maternity and child care, pursuit of educational goals, and transition to retirement.

Data collected between June and September 1979 was analyzed and a final report issued in December 1979 assessing the impact of part-time on the employees and organization. Lower absenteeism, turnover, and overtime costs, higher employee morale, and increased opportunities for hiring women and older workers have been noted

as benefits of the part-time program.

Job sharing is also permitted under Chapter 500, and may be appropriate depending upon the work situation and the type of coverage needed on the job.

Compressed workweek programs have been recently introduced in state agencies. Three pilot programs are currently in effect. A health care facility is using compressed schedules to alleviate budget and staffing problems, since 24-hour care requires a considerable amount of unscheduled overtime. A small group of environmental field personnel are on experimental compressed schedules because the nature of their work requires attendance at evening meetings which would otherwise necessitate a considerable amount of travel and overtime work. A small computer center is on a pilot program for computer accessibility in off-hours.

Prior to implementing these programs, worker interest surveys and feasibility studies were conducted and a labor-management committee set up to discuss union and management concerns. Workers on compressed schedules usually work the full number of weekly work hours in four days. No evaluations of the pilot programs have been conducted as yet.

Flextime has been in effect within the **Division of Personnel Administration** (DPA) since January 1976. Currently there are six different plans covering separate bureaus within the Division. Core times and bandwidths vary for each bureau; all employees must work 37½ hours per week but can work more than 7½ hours one day and less than 7½ hours on another day. Banking of hours up to two hours per week is permitted. Employees who plan to vary their usual routine in excess of an hour must have supervisory approval. There is usually a minimum requirement for office coverage during non-core hours.

Impact on organization, employees and on transportation/commuting has been beneficial.

The **Department of Public Welfare** (DPW) has also had flextime since 1976. Presently the option is offered to all employees at all levels of the organization: central, regional and local office. Core hours and flexible arrival and departure times vary for each office. To date, approximately 375 employees have chosen to participate, with interest increasing during 1980.

The DPW also has a permanent part-time program which began in 1968 with part-time social workers participating in an experiment by Catalyst, a non-profit organization concerned with women's career issues. Results of the Catalyst study showed high productivity and lower turnover rates for the part-time workers.

Currently, the DPW is piloting a job sharing program for case-carrying workers, first-line supervisors and interested managers and clerical personnel.

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The **Department of Mental Health** (DMH) has had a flextime program since 1978, at both the central office and at several mental health clinics. Presently, 26 professional, 14 managerial and supervisory and 127 clerical workers use flextime. All unions representing DMH employees have provisions in their contracts for flexible hours.

For the central office staff, core hours are 10:30 am - 12 noon and 2:00 pm - 3:15 pm, with flexible arrival beginning at 7:00 am and departure ending at 7:00 pm. Core hours apply only on Tuesday, Wednesday and Thursday; there are no core hours on Monday and Friday. Hours worked may be varied from day to day, but supervisors may request a five-day advance notice of employees' schedules in order to plan ahead for office coverage.

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MICHIGAN

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flexitime ("modified work schedules")
compressed workweek ("flex time/alternative work schedules")
permanent part-time
time-income tradeoffs

A number of agencies within the state offer modified work schedules in which employees elect to start and stop work at other than the standard times, but must work eight hours per day, ten days per pay period. Some of these schedules include half-hour lunch periods.

Michigan has been utilizing compressed workweeks (referred to in Michigan as flex time/alternative work schedules—or FT/AWS) since 1971. Use of this scheduling option is left up to the individual agency. Two different scheduling approaches are used: one which consists of four 10-hour days per week, and one which consists of eight 9-hour days, one 8-hour day, and one day-off in the biweekly pay period. Agencies interested in implementing these schedules must obtain approval of the Overtime Advisory Board to waive the eight-hour day regulation for employees eligible for overtime.

Agencies with FT/AWS programs were asked to evaluate these programs after six months before continuing the scheduling option. The two most noticeable benefits have been improved employee morale and expanded hours of coverage. Tardiness, absenteeism and turnover have been reduced, as have overtime costs. In general, it is felt that productivity has improved with use of alternative work schedules.

Almost every agency has some permanent part-time employees. The Michigan constitution gives the directors of departments the authority to establish part-time positions in those areas where there is not sufficient work to justify a full-time position.

A program to allow voluntary time-income tradeoffs, called the Governor's Voluntary Pay Reduction Program, was initiated in August 1980 at the request of the governor because of budget reductions. Administrators are working to solve problems related to state personnel policies, union concerns, and supplemental and

pension benefit provisions. The program will continue through September 1981.

Three options are offered. Under Plan A, an employee works nine out of every ten work days, receiving pay only for the time actually worked. In Plan B, an employee may work all ten days of a pay period but get paid for only nine days, receiving one day of compensatory time. Plan C involves the employee taking up to a three-month leave of absence. In all three forms, the program maintains full benefit coverage for participating employees.

Enrollment data of January 31, 1981 showed biweekly participation and savings by department of each of the three pay reduction plans. At that time, a total of 598 state employees were participating in Plan A, 6,957 were using Plan B, and 72 were involved in Plan C.

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MINNESOTA

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flexitime
permanent part-time
job sharing

Flexitime was implemented on a statewide basis in the fall of 1978 in response to Executive Order No. 180 issued in August by then-Governor Rudy Perpich. The purposes of the program were to increase productivity and employee morale, extend service to the public, make more efficient use of energy and mass transit, make optimum use of human resources, and enhance the quality of working life by offering employees more control over their working hours.

The program allows choice of starting and stopping times within an eight-hour day, five-day week. The commissioner of personnel is responsible for setting guidelines and procedures and assisting agencies with implementation and evaluation. Each department head is responsible for designing flexitime models consistent with the duties and requirements of each position and determining which positions must remain exempt. Where employees are represented by exclusive bargaining representatives, negotiated agreements regarding a flexitime plan must be reached prior to implementation. Participation must be voluntary and consistent with collective bargaining agreements. In 1979, Governor Albert H. Quie issued Executive Order No. 79-2, repealing Executive Order No. 180 but making the same provisions as the earlier order.

Flexitime guidelines put forth by the Department of Personnel (DOP) outlined the responsibilities of that department and of the various state agencies. A flexitime coordinator within the DOP was appointed to help agencies with internal implementation, coordinate the statewide effort and monitor progress. Agencies were to design and implement their programs by October 2, 1978. Management retained the responsibility for determining exemptions from, or termination of, flexible work schedules where they adversely affect the operation of the department or any of its units or the level of service to the public. Each agency head was to designate a project director to coordinate implementation within the agency and to act

as a liaison to the DOP. The guidelines specify that employees should not start work earlier than 6:00 am or finish later than 7:00 pm.

Flexitime implementation suggestions provided by the director of personnel note that successful implementation is based on executive-level commitment, careful planning, appointment of a project director, early involvement of supervisors and employees in the planning process, and clear communication of guidelines, responsibilities and procedures. Pilot projects and trial periods are suggested as helpful.

During the energy crisis of 1977, the governor initiated a compressed workweek to be applied to all state agencies in order to conserve energy. The program was discontinued in the spring of that year.

In 1980 the legislature enacted House File No. 1662, Chapter 572 to increase career opportunities in the state through a two-year demonstration job sharing program effective July 1, 1980. The bill stipulates that 50 existing positions in fewer than ten agencies be selected for the program, including at least 15 at the professional, supervisory or managerial level. The coordinator of the program is to work with participating agencies to design and implement an evaluation plan to ascertain the effects of job sharing on job satisfaction, productivity, absenteeism, administrative and supervisory time demands, and increased direct and indirect costs.

Classification of shared positions remains the same as that applicable to the full-time positions from which they are converted, and compensation is prorated. Vacation, sick leave and holidays are all prorated, but job sharers are entitled to full life and medical insurance, with employees who opt for medical coverage paying the difference between the actual cost to the employer and the appropriate shared-time percent of the actual cost. Employees in shared jobs accrue seniority time at the same rate as comparable full-time employees.

The **Department of Employee Relations** (DER) (previously the Department of Personnel) undertook a worker survey, special training and education for employees and supervisors, and a pilot program in implementing flexitime pursuant to the 1978 Executive Order. Meetings were held to discuss such obstacles as supervisors' concerns and possible abuses of the program. Provisions for collection of data were made at the start of the agency program.

Participants may choose their own starting and stopping times within a 6:00 am - 7:00 pm bandwidth, but must work eight hours each day and be present during core hours. Supervisory approval is required for a change in schedule and managers are excluded from flexitime altogether. Data collected five months after the start of the

program indicated positive effects on turnover, tardiness, job satisfaction, hiring of women, communication among co-workers, and a range of transportation-related factors.

In its efforts to establish new job sharing positions within its own department, the DER is developing manuals, conducting special education sessions for employees, and building into the system means of collecting data and evaluating the program. The project will involve a two-year experimental period. A number of unions will be involved in working out the considerations specific to job sharing arrangements.

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The **Minnesota Department of Transportation** (MN/DOT) has over 1,200 employees in different districts involved in either variable work schedules or compressed workweeks. These schedules were implemented to allow certain departmental services to be available to the public for well over 40 hours per week. The schedules have not adversely affected inter-relations between department personnel, inter-departmental dealings, payroll costs or productivity. The department's services are more accessible to the public due to increased hours of operation. Further, there has been a net reduction in costs to the state as premium overtime payments are reduced. Productivity levels have been maintained and many employees are working schedules which better meet their personal needs. It is believed that use of the compressed workweek has resulted in a reduction of energy use and that the public benefits from the increased level of highway maintenance provided through the variable work schedules.

Where appropriate, all of the variable work schedules have been entered into in compliance with the provisions of the respective labor agreements. Most of these stipulate that employees and unions be given advance notice when deviations from the normal eight-hour day, five-day workweek schedule are to be implemented.

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The **Department of Health** began flexitime with a pilot program in October 1978 and encountered no problems during the implementation period. A survey conducted just after implementation found that of the department's nearly 800 employees, 203 were utilizing flexitime schedules and 532 chose not to change their schedules. The flexitime program has had a beneficial effect on employee morale and job satisfaction.

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MISSISSIPPI

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flexitime
compressed workweek
permanent part-time

Permanent part-time employment in Mississippi is initiated through individual agency appropriations bills, and is the only alternative scheduling option addressed by the State Personnel Board.

The **Pearl River Valley Water Supply District**, with a total of 107 employees, has a small number of workers in the main office operating on flexitime. This option was implemented in October 1978 at the initiative of the general manager of the agency in order to improve service, ease employee commuting problems, and increase productivity. The few employees involved must be present during core hours of 8:00 am - 4:30 pm, but may arrive as early as 7:30 am and leave as late as 5:00 pm. Schedules may be changed on a weekly basis without supervisory approval, and up to eight hours per month may be banked. At the employee's option, he/she may work four 9-hour days and one 4-hour day per week.

The District also experimented with allowing its construction and maintenance workers to work a compressed workweek of four 10-hour days during daylight savings time, 1980. This pilot program was initiated by agency staff in order to cut down on commuting time and to improve productivity and fuel conservation. Employees involved worked from 7:00 am - 5:30 pm. Most had Friday off, although a few had Monday off instead, in order to maintain coverage. The program was considered to be extremely successful, with positive effects on absenteeism and turnover, morale, overtime costs, service, commuting, energy consumption, efficient use of machinery, and productivity, according to informal staff observation. It is expected that the compressed workweek will be implemented again this year during daylight savings time.

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MISSOURI

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flexitime
compressed workweek
permanent part-time
job sharing

All alternative work schedule programs in Missouri are implemented on agency initiative.

The **Department of Social Services Division of Data Processing** initiated flexitime in 1979 in order to increase productivity, facilitate recruitment and retention of skilled workers, ease transportation and provide better access to limited resources. Approximately 115 professional, technical, managerial and supervisory personnel participate; data entry and clerical workers are excluded from the program.

Core hours are 9:00 am - 3:00 pm. Participants may change their flexible arrival and departure times on a monthly basis with supervisory approval. There is no banking of hours. Initial problems with coverage have been resolved by requiring that supervisory personnel, or a knowledgeable person from each team, be present from 8:00 am - 5:00 pm.

According to informal reporting, the program has had a positive effect on turnover, morale and overtime costs. Communication between co-workers, however, has become more difficult.

In 1978, the Division began a compressed workweek program for professional employees in order to better serve the needs of employees, aid in recruitment and retention of skilled workers, and increase productivity and efficient use of office machinery. A feasibility study, worker survey, pilot program and built-in evaluation system were included in the implementation process. Initial coverage problems were resolved in the same manner as with the flexitime program. Management, clerical and data entry personnel are excluded from participation.

Formal evaluation studies have shown a positive effect on absenteeism, turnover, morale, productivity, and efficient use of

equipment and machinery. A negative effect has been observed on tardiness and communication among co-workers.

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MONTANA

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flexitime
permanent part-time
job sharing
time-income tradeoffs

There are no formal statewide alternative work schedule programs in Montana; but instances of flexitime, permanent part-time, job sharing and time-income tradeoffs do exist. Implementation has been on a small scale, department-by-department basis. The flexitime program in one state agency was negotiated with the Montana Public Employees Association and flexitime has been implemented in at least one agency to coordinate with the vanpool program sponsored by the state Department of Highways.

NEBRASKA

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flexitime
compressed workweek
permanent part-time

Alternative work schedule programs are set up as a result of individual agency initiative.

The **Department of Personnel** has flextime, compressed workweeks and permanent part-time employees. Flextime was begun in July 1978 after the agency had experimented with staggered work hours for the two previous years. In starting flextime, the agency hoped to be responsive to employees' needs and to help transportation/commuting, improve productivity and service to the public, and facilitate recruitment and retention of skilled workers.

A worker interest survey and pilot program preceded the permanent flextime program, which allows employees to arrive as early as 6:00 am and leave work as late as 6:00 pm. Core hours are 8:30 am - 3:30 pm, with a flexible lunch period between 11:30 am and 1:30 pm. Twenty-four of 27 employees participate, with no occupational categories excluded. Workers can change schedules on a daily basis, but must work eight hours per day with no banking of hours.

A survey of employees revealed positive effects on employee morale, ease of commuting, time savings in commuting, use of public transit and gasoline usage.

The Personnel Department's compressed workweek program began at the instigation of the director of personnel and the manager of employee services in August 1979. Reasons for implementing were responsiveness to employees' needs and interests and a desire to ease commuting problems and conserve fuel. A limited number of employees are on compressed schedules, which consist of four 10-hour days per week. Overtime is paid for time worked in excess of 40 hours per week.

Two professional employees work on a permanent part-time basis, after having switched from full-time work. The agency requires that

part-time employees work at least 20 hours per week. All benefits, including life and health insurance, vacation, sick and personal leave, and holidays are prorated.

Contact: Andy Russel, Manager, Classification and Compensation, (402) 471-2075.

The **Department of Public Institutions'** (DPI) flex.ime policy was originated by the former director, Jack Cleavenger. The program was begun primarily for employee convenience, as well as to improve productivity and help recruit and retain skilled workers. A feasibility study and employee interest survey preceded implementation. Initial supervisory resistance has been greatly reduced since the program has been in effect.

Core hours are 8:30 am - 4:30 pm, and employees may begin work as early as 7:00 am and leave as late as 5:30 pm. Schedules can be changed daily with no supervisory approval needed, but all employees must work eight hours every day, and office coverage must be maintained between 8:00 am and 5:00 pm.

The program has been assessed in meetings with division directors, and positive impact has been noted for sick leave usage, tardiness and employee morale.

All 101 employees in the Department's central office, including professional, managerial and supervisory, and clerical staff, participate. Department employees in facilities throughout the state who care for the mentally ill, mentally retarded, and other handicapped persons, and who work on a 24-hour shift operation, do not participate. Office personnel at some of the facilities may use flextime schedules, however.

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NEVADA

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There are no alternative work schedule programs currently in effect in Nevada state government.

NEW HAMPSHIRE

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Agencies covered by the Collective Bargaining Contract may establish alternative work schedules through consultation. Those not covered may request such changes with the further approval of the governor and the Executive Council.

NEW JERSEY

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flexitime
compressed workweek

In February 1978, flexitime was begun in state government with pilot programs in five state agencies. The experiment was started to reduce short-term absences, increase morale and productivity, and provide better service to the public. The success of these pilot programs, which were administered by the Department of Civil Service, led to expanded use of flexitime in state government.

Both flexible work hours and compressed workweek programs are now allowed under state civil service rules and may be initiated by individual agencies with the permission of the Department of Civil Service.

Glassboro State College began an experimental compressed workweek program during the months of July and August 1979 primarily in response to employee requests and to the energy crisis. Four hundred employees of the College worked four-day weeks with either Mondays or Fridays off.

Following this program, a flexitime committee, with representatives from both labor and management, was set up to investigate and evaluate various types of flexible work schedules. Results of an employee questionnaire indicated interest in both compressed workweeks and flexible work hours, so guidelines were developed for both scheduling options, and pilot programs were begun in February 1980. The reasons for initiating the experiments were to increase service to the public, improve productivity and morale, respond to employees' needs and ease transportation/commuting problems.

Nearly 200 management, supervisory and clerical workers are on flexible work hour schedules. Security, maintenance and teaching faculty do not participate. Employees on flexible work hours are allowed to start work as early as 7:00 am and leave as late as 6:00 pm. They may bank up to five hours weekly and can change schedules every two weeks with supervisory consent.

Those on compressed workweek schedules work 8¾-hour days, four days per week. Overtime is paid for hours worked in excess of the required weekly or bi-weekly work hours.

An interim evaluation conducted in April 1980 showed the impact of flexible schedules to be positive, with both participants and non-participants supporting their continuation because of such benefits as more convenient commuting, better morale and productivity, improved service to students, and reduced use of annual and sick leave.

Contact: Frank A. Cloak, Assistant Director of Business Services, (609) 445-7070.

The **Division of Motor Vehicles** (DMV) initiated a pilot flexitime project within two of its bureaus in February 1980 primarily to improve employee morale and service to the public. Other reasons for starting the program were alleviation of transportation and commuting difficulties, union interest in the program, and desire to recruit and retain skilled workers.

Before implementation, the DMV undertook a feasibility study and worker interest survey, then set up a labor-management committee to deal with union concerns and bargaining agreements. Special training and education was conducted for employees and supervisors, and a new time-keeping system was developed to meet the special needs of the Division and of the flexitime system.

Employees choose a starting time between 7:30 and 9:30 am, at half-hour intervals. Regular lunch time is one hour, with an optional lunch period of one-half, one and one-half or two hours. They must work seven hours per day and can leave at half-hour intervals between 3:00 and 5:00 pm. No banking of hours is permitted and all starting and stopping times require supervisory approval to ensure maintenance of office coverage. Currently, all managerial, supervisory and clerical workers are eligible to participate in the project and no occupational categories are excluded from participation.

Formal evaluation of the program in June 1980 revealed positive impacts in the following areas: productivity, sick leave usage, employee morale, service to the public, co-worker communication, ease of commuting, use of public transit and tardiness. Negative impacts were noted for carpooling and use of private cars. Short-term absenses and turnover could not be measured due to the length of time and limited number of employees in the program at that time.

Ninety percent of the employees surveyed overwhelmingly favored expansion of the program to the entire DMV. The management of the two bureaus in the experiment also recommended its division-wide adoption. Accordingly, flexitime was expanded in early 1981 to include the entire DMV work force, excluding the field installations.

Contact: John S. Pietras, Office of the Assistant Director-Administration, (609) 292-4585.

New Jersey

The **Department of Transportation** (DOT) has had both flexitime and compressed workweeks in certain divisions since February 1980. DOT unit managers have the option to initiate pilot programs in alternative work schedules for the purpose of employee participation in carpools, vanpools and/or mass transportation. A feasibility study conducted by the DOT prior to development of the policy guidelines concluded that flexitime was essential for successful implementation of ridesharing programs. The vanpool program was used as a pilot for the use of flexitime and compressed workweek schedules.

Employees using alternative work schedules must keep chosen schedules for a 90-day period or more, and must give five days notice for changes in schedules. Flexible hour arrangements must be verified by the ridesharing coordinator.

The DOT notes no loss in productivity and no disruption in scheduling. Supervisors find that the policy is workable.

Contact: Helen M. Budd, Senior Personnel Assistant and Ridesharing Coordinator, (609) 292-3107.

NEW MEXICO

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flexitime
compressed workweek

Flexible work hours programs are usually initiated and implemented at the division or bureau level on an informal and optional basis. Some departments, such as Natural Resources, Transportation, and Taxation and Revenue, are on staggered work hours. Staggered hours were initiated approximately five years ago to alleviate traffic problems in those areas of Santa Fe with a large concentration of state offices. The program has been successful in this regard.

One division of the **Department of Finance and Administration** has an optional four-day workweek, in which a majority of the division participates. Results have been satisfactory thus far.

The **State Highway Department** implemented a pilot flexible lunch period program as a result of the Chief Highway Administrator's survey of employees. The program, which is optional, was started to conserve energy by staggering departure times. All employees begin work at the same time but can elect to take a half-hour lunch period instead of the standard one-hour lunch time, and thus depart at 4:15 pm rather than the regular departure time of 4:45 pm. Employees can change schedules only with supervisory approval.

The Highway Department construction and maintenance crews work four 10-hour days from May to September. The chief highway administrator initiated the summer compressed schedule to reduce transportation commuting times, conserve fuel, and improve productivity. Prior to implementation, a labor-management committee studied the program's feasibility and discussed labor-management concerns. Currently 130 managerial and supervisory employees and 800 operatives participate. Non-supervisory, non-professional employees receive time and one-half for work over 40 hours per week. There is insufficient data to determine the program's impact as yet.

Contact: Barbara Reel, Personnel Administrator, (505) 983-0100.

New Mexico

The **Department of Education's** flexible work hours program allows employees to choose one of three starting times. The **Department of Human Services** is contemplating the initiation of pilot programs in flexitime and compressed workweeks.

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NEW YORK

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flexitime
compressed workweek
permanent part-time

Executive Order 68, issued by Governor Hugh Carey in February 1978, encourages and promotes state agency use of flexible work schedules for employees, including flextime, permanent part-time, and compressed workweeks. The policy was established to increase employment opportunities for minorities, women, and the elderly or disabled; provide increased service to the public; enhance productivity; increase the number of highly qualified workers in state service; and improve employee morale while reducing absenteeism and tardiness and enhancing the delivery of necessary care and services provided by the state, without compromising effective supervision.

To date, based on information reported by 184 state agencies, 93 agencies have flexible work hours, 39 have compressed workweeks, and 107 have permanent part-time workers.

Flexible work hours covers two forms of alternative work schedules–staggered hours and flextime. In a staggered hour arrangement, groups of employees begin and end work at different intervals. Overlapping schedules of predetermined hours are established for the total work force. Employees work a fixed number of hours each day, always between the same starting and quitting hours.

Staggered hours is the most common form of full-time alternative work schedule reported by New York state agencies. This form of work schedule covers small groups or units, as well as entire agencies.

Under flextime, employees may make daily changes in arrival and departure times within prescribed limits without prior approval. However, employees still must work a fixed number of hours each day and most agencies have core hours during which all employees must be present. Of the 22 agencies using flextime, many indicate that this type of schedule has increased their employees' morale by providing them with the opportunity to handle their personal matters at convenient times and still work the full day. Some agencies have experienced temporary difficulties in maintaining

adequate supervision and coordinating work activities partly because, when given the choice, a large number of workers opt for the earliest starting time.

Thirty-nine agencies reported using compressed schedules, usually involving small groups or units within agencies rather than entire agencies. Although previously this schedule was most commonly used in such areas as electronic data processing and payroll units, implementation has expanded to include a variety of occupational settings. The most common schedule is four days per week. Advantages of the compressed schedules reported by agencies include energy savings, full utilization of equipment, and increased hours of coverage.

Currently, 107 agencies and facilities report employing personnel on less than full-time schedules. Some reasons for using part-timers include employee requests and situations where there are difficulties filling full-time positions. Occupational categories most often filled with part-timers are food service workers and medical staff. Some agencies report "shared item" positions, which are full-time positions filled with two or more employees usually in clerical and secretarial positions.

A special study on part-time employment in state government is being conducted by the Department of Civil Service. The study will include more detailed information on the state's experience with part-time employment.

Overall impact of alternative work schedules on the quality of state operations is positive, with increases in productivity, operating efficiency, and availability and quality of public service. Agencies also cite increased recruitment opportunities for minorities, women, the handicapped, and the elderly. Some agencies have cited decreased operating costs in such areas as overtime, and reductions in tardiness and absenteeism.

Prior to the Executive Order several agencies had implemented alternative work schedules on their own authority. The **Department of Motor Vehicles** began a flextime program in 1970 to alleviate transportation and commuting problems and improve productivity and employee morale. Before adopting the program on a permanent basis, meetings with supervisors and employees, discussions with union representatives, and a pilot program all helped to overcome difficulties with the new program. Most of the participants are represented by the Civil Service Employees' Association (CSEA), which was involved in planning the flextime schedules.

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NORTH CAROLINA

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flexitime
compressed workweek
permanent part-time
job sharing

North Carolina was the first state to institute flexible work hours for state employees. In June 1973, the directors of the Department of Administration and the State Personnel Office initiated and directed a statewide pilot program for the summer months. Flextime was established mainly for employee morale purposes, and to alleviate traffic congestion in downtown Raleigh and the major arteries into the city. Agencies with employees in the central state offices were given the option of participating in the pilot program, and 11 of 17 chose to do so.

Employee and supervisory reactions to the program were obtained by questionnaire, and a traffic study was conducted to assess transportation effects. Results indicated that flextime relieved traffic congestion problems as a result of varying the starting and stopping times for workers, and increased employee efficiency and hours of service to the public. Because reactions to the program were favorable, the governor and the State Personnel Commission approved flextime on a permanent basis.

Approximately 15,000 state employees in 17 state agencies now use flexitime. Adoption by agencies is optional, so that it would not be implemented where working conditions are not conducive to flexible scheduling.

The State Personnel Office sets policies on hours of work. Core hours for state agencies are 9:00 am - 4:30 pm, with flexible arrival and departure at half-hour intervals beginning at 7:30 am and ending at 6:00 pm. Once a schedule is chosen by an employee and supervisory approval is given, it must be adhered to for a one-year period, except in special circumstances. All occupational categories participate except those in positions in 24-hour operations (such as direct patient care) and in universities where instructional times determine work hours.

Permanent part-time programs have been allowed in all state

agencies since the early 1970's as a result of statewide personnel policies establishing part-time status with prorated benefits. Part-time programs were set up to improve agencies' productivity and to provide employment opportunities for women, the handicapped and older workers. Currently, 1,300 state employees are part-timers working a minimum of 20 hours and a maximum of 39 hours per week, with work schedules varying according to each agency. Vacation, sick and personal leave and holidays are prorated. Life and health insurance, retirement benefits and longevity pay are not provided to part-time workers. A study is currently underway in the legislature directed toward providing these benefits.

Job sharing is in limited use in a few state agencies. Job sharers are eligible for the same benefits as part-time employees.

An experimental four-day schedule was implemented for the majority of state employees in Raleigh during a four-week period in the winter of 1977 as part of the governor's energy conservation effort. A review of energy consumed during this period showed that conservation methods achieved varying degrees of success. Based upon the data collected on energy use and employee opinions, the study concluded that the use of a four-day workweek as an emergency energy conservation measure would not be too disruptive to be used if needed. Since tangible energy savings do occur, given the option of a four-day workweek, the state survey concluded that this should be a primary reason for its utilization.

Contact: Anne Hitchcock, Chief, Allocations and Emergency Planning Section, Department of Energy.

The state currently has one compressed workweek program in the **Department of Transportation** (DOT), which has been in effect since May 1974. It was begun as a response to the Governor's Efficiency Study Commission Report of October 1, 1973 for the DOT, which recommended converting divisional operations to ten-hour days, four days per week in order to conserve energy and improve productivity.

A feasibility study and worker interest survey were completed, and a pilot program involving 14 divisions of highway maintenance personnel was implemented prior to adoption on a permanent basis. Evaluation of the pilot study and subsequent evaluations of all divisions indicate that field forces as well as supervisors are overwhelmingly receptive to the program. Field-recorded data findings also indicated increased productivity due to the fact that approximately 1.36 hours of nonproductive time per maintenance employee per week would be diverted to productive time by eliminating one day of non-productive travel to and from headquarters and work sites. Data also showed a reduction in equipment

downtime and in use of vehicular fuel consumption. Division personnel officers monitoring the study indicated high morale, reduced absenteeism, minimal complaints and possible benefits to recruiting. The North Carolina State Government Employees Association, as well as the general public, have also responded favorably to the four-day week.

Contact: Cloyce B. Alford, Assistant Personnel Director, (919) 733-7684.

The **Department of Public Education** was one of the original participants in the pilot flextime experiment in 1973, and currently all of the agency's 1,100 employees are flextime users. Information from supervisors reveals favorable results thus far, with positive impacts on the following: tardiness, supervisory and employee morale, service to the public, ease of commuting, time saved in commuting, and use of public transit, carpooling, and gasoline. Negative impact was shown for energy/utility use for buildings.

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NORTH DAKOTA

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compressed workweek

The governor has allowed each state agency to determine the applicability of alternative work schedules.

The **State Highway Department** began a compressed workweek program in 1976 in its field offices in order to conserve fuel, improve productivity, reduce overtime and transportation/commuting times, and respond to workers' interest. A feasibility study was conducted prior to implementation.

Currently 200 professional and technical and 400 service workers are on compressed schedules. Non-field personnel are excluded from participating. Employees in the program work ten hours per day, four days per week. Hours worked in excess of 40 hours per week are paid as overtime.

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OHIO

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flexitime
permanent part-time

Effective August 1978, the Ohio legislature enacted Senate Bill 291, a measure which allowed the director of Administrative Services to designate not more than 20 percent of the employees in each governmental entity as "flexible hours" employees. The director may waive the 20 percent maximum and designate a higher percentage of the total number of employees in an agency as flexible hours employees. He may also establish a specified minimum number of hours to be worked each workday by any flexible hours employee.

According to the state's legal definition of "flexible hours" employees, those on such schedules may work more or less than eight hours on a given day so long as they work the required 40 hours per week. They are eligible for overtime compensation only if they are required to work more than 40 hours in a calendar week. Eight hours of holiday pay is granted to flexible hours employees regardless of the work shift and the work schedule. Employees scheduled to work more than eight hours on a holiday will only be given eight hours of credit and the remaining hours scheduled must be made up during the week.

Either time clocks or time sheets must be used to document the actual hours worked, and adequate supervisory coverage must be maintained to ensure productivity during periods of time outside the normal work hours.

There are currently five departments or agencies on flexible schedules.

An Executive Order issued by Governor James Rhodes in May 1979 authorized agencies to set up compressed work schedules as part of a series of measures recommended as ways to reduce state government gasoline consumption by ten percent. The Order was later extended until December 30, 1980.

Many agencies utilize permanent part-time employees but data is not available to determine how many are in government service at this time. Part-time workers receive full health insurance and prorated life insurance, pension, and holiday benefits.

Ohio

The **Ohio Legal Rights Service** began a flexible hours program in 1978 which is used by 16 of their 17 employees. Flextime is defined as the option of working 40 hours per week whenever the employee wishes. Most of the staff are professionals consisting of attorneys and social workers. Their work requires late hours and weekend work, out-of-town travel, and work at home. Flextime enables these employees, who are overtime exempt, to be more adequately compensated for the actual number of hours they work. The clerical staff has a flextime option also, which is useful for those with young children.

Employees can arrive as early as 7:30 am and leave work beginning at 4:30 pm. Schedules can be changed on a daily basis, but clerical workers must obtain supervisory approval so that telephone coverage can be maintained between 8:00 am and 5:30 pm. Hours cannot be carried over from week to week.

Assessment of the program through informal reporting indicates positive effects on short-term absences and tardiness, and attorneys have reported being able to provide service to more clients.

Contact: Brenda Wilhelm, Office Manager, (614) 466-7264.

The **Ohio Educational Broadcasting Network Commission** instituted flexicle hours in August 1978 for three of its 29 staff members. All but the engineering staff are eligible to participate. Employees can change schedules on a biweekly basis with supervisory approval, and no banking of hours is permitted. Feedback and evaluation through senior staff meetings indicates positive impact on employees' morale, ease of commuting and gasoline usage.

The Commission had a compressed workweek program during the summer months of 1979 in response to the governor's order to institute measures to reduce gasoline consumption. It was determined that 40 percent of the staff could adopt such a schedule without interruption of normal services. Regular hours of work resumed in September 1979, and although the order remained in effect during the summer of 1980, no employees elected to revert to the four-day schedule at that time.

Contact: Dave L. Fornshell, Executive Director, (614) 421-1714.

Employees of the **Department of Administrative Services** are permitted flexible arrival and departure schedules. Core hours are 9:00 am - 4:00 pm, with flexible arrival beginning at 7:00 am and departure ending at 6:00 pm. Employees can change schedules with supervisory approval but must work eight hours per day with no banking of hours permitted. All occupational categories are eligible for the program except direct care positions.

Ohio

The flexible hours program was begun as a result of the enabling legislation and to conserve energy, improve productivity and service to the public, respond to employees' needs, deal with budget constraints, and ease transportation/commuting problems. Impact has been favorable in the areas of short-term absences, sick leave usage, tardiness, supervisor and employee morale, service to the public, and energy use for buildings.

The Department also has clerical and service workers in permanent part-time positions. Part-timers are used because of budget constraints, to improve productivity, and to increase service to the public. Impact has been favorable, including increased opportunities to hire women, the handicapped and older workers.

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OKLAHOMA

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flexitime
permanent part-time

Currently, two Merit Systems agencies have flexible work hours programs: the **Department of Human Services** and the **Department of Transportation**. Flexible workweeks can be initiated through each agency with the approval of the agency director.

All Merit System agencies are allowed to hire persons on a permanent part-time basis.

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OREGON

Executive Personnel Department
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flexitime
compressed workweek
permanant part-time
job sharing

Flexible work hours programs for state employees were authorized by the governor in 1977. Executive Order No. EO-77-19 authorized agencies to institute flexible schedules for employees to encourage alternative means of travel to and from work, ease traffic congestion and reduce parking demands. Agency directors were to encourage voluntary use of the program by interested employees and to attempt to have at least 30 percent of all employees beginning work before 8:00 am and at least 20 percent beginning after 8:00 am. Employees on flexible schedules may start work between 7:00 am and 9:00 am and end between 3:30 pm and 6:00 pm Monday-Friday. Supervisors are responsible for adequate coverage and approval of employee requests for flexible hours.

Flexible hours are permitted under the central state contract as well as many agency contracts. Where obstacles regarding the standards of the program occur, negotiation and cooperation is sought with the Oregon Public Employees Union.

Statewide policy also encourages the voluntary use of permanent part-time positions to improve management and offer increased employment opportunities. Agencies are also encouraged to use part-time positions when part-time work is more suitable than job sharing to job functions. Part-timers receive full health insurance if they work 20 or more hours per week, and are eligible for pensions based on their salaries. Promotion procedures are the same as for full-time employees after the first 1,040 hours are worked.

Job sharing was formally instituted in 1977 by the Oregon Legislative Assembly by House Bill 2608. The Assembly found job sharing to be an efficient tool to improve management of state agencies and to offer employment opportunities to people who otherwise would be unable to participate in state employment. The legislation encourages the use of job sharing in state agencies.

Following enactment of the House Bill, Governor Robert Straub

issued a memo supporting job sharing as a means of strengthening affirmative action, increasing productivity, improving management of workload demands, and permitting more efficient use of different talents and skills.

Job sharing is defined as double filling an authorized full-time position with more than one part-time employee, not to exceed the budgeted full-time equivalent position authority. Persons employed under the job sharing program are entitled to all the rights and benefits granted them by law. Agencies must comply with applicable provisions of collective bargaining contracts.

The **Department of Education** (DOE) has programs in flexitime, permanent part-time, job sharing and compressed workweeks. Immediately following the governor's executive order encouraging flexible scheduling, the DOE implemented flexitime after an employee survey revealed interest in the program. Currently 127 employees, including professional/technical, managerial/supervisory, and clerical workers, participate. Of these, 109 are represented by the Oregon Public Employee Union, which was involved in the planning phase of the program. Employees may arrive between 7:00 am and 9:00 am and depart between 3:30 pm and 6:00 pm, with a flexible lunch period of at least one-half hour and no more than two hours. Core hours, during which all employees must be at work, are 9:00 am to 3:30 pm. Employees can only change schedules, once chosen, after a formal request has been reviewed and approved by supervisors. No banking of hours is permitted.

Informal assessment indicates beneficial effects on commuting and use of public transit and carpooling, as well as savings on gasoline usage. Communication among co-workers has been negatively affected.

Two clerical workers at DOE have been on compressed schedules since the early 1970's, with a positive impact thus far on employee morale.

The DOE also employs two clerical workers on a permanent part-time basis.

Job sharing was instituted at DOE in September 1977 in response to the legislation. A feasibility study was undertaken prior to implementation. State personnel policies, union concerns and fringe benefit requirements necessitated some rule changes and legislative changes regarding benefits. Although no union was involved in the planning stage, the collective bargaining agreement between the agency and the Oregon Public Employees Union covers the job sharing program.

Currently, six clerical and 18 service workers at DOE are job sharers. Each works four hours per day, five days per week, with

individual schedule variations. Job sharers must work 20 hours per week to receive health insurance benefits, but need only work 32 hours per month to be eligible for pension, vacation, sick/personal leave and holiday benefits. No life insurance benefits are granted to employees in state agencies.

Contact: Dessel F. Graves, Personnel Director, (503) 378-3652.

The **State Health Planning and Development Agency** (SHPDA) instituted both flexible work hours and compressed workweeks for employees in July 1977.

Flexitime was begun at SHPDA to conserve energy and improve transportation and commuting conditions for employees. All occupational categories except managers and administrative services personnel may participate. Core hours for the agency are 9:00 am - 3:30 pm, with flexible arrival times at half-hour intervals beginning at 7:00 am, and departure times until 6:00 pm. State agencies must remain open to the public between 8:00 am and 5:00 pm, so coverage must be maintained during these hours. Employees change schedules only when necessary, with supervisory approval. No banking of hours is permitted.

Staff reports and attendance records indicate positive impact on employee morale, service to the public, and commuting-related issues such as ease of commuting and use of carpools. Employees also report improvement in ease of scheduling non-work activities as a result of flexitime. Negative impacts have been noted on tardiness and on energy and utility costs for the building.

The compressed workweek program, involving six professional and technical workers, was begun to conserve fuel, improve commuting and respond to workers' interest. Employees work one of the following schedules: ten hours per day, four days per week; or nine hours per day, four days per week plus four hours on the fifth day. No overtime is paid · compensatory time is given at time and one-half to non-management personnel after a regularly scheduled workday has been completed.

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PENNSYLVANIA

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flexitime
compressed workweek
permanent part-time

Alternative work patterns have been in effect in some agencies since 1972. They can be initiated by the agencies with the aporoval of the Governor's Office of Employee Relations. Similarly, the Office of Employee Relations permits initiation of compressed workweek programs by individual agencies whose operations can be adapted to such work arrangements. The state now has 13 permanent part-time programs in its agencies.

The **State Department of Health** (DOH) implemented alternative work scheduling following a feasibility study by the Department of Transportation which indicated that flexible work schedules might alleviate some transportation and commuting problems. Employees may choose one of three starting times and work a 7½ hour day. No banking of hours is permitted. Employees generally adhere to the same schedule each day but may change for certain reasons, such as carpooling. Most employees have chosen a 7:30 am - 4:00 pm schedule. According to management, the program has favorably impacted on commuting and transportation, energy usage, and employee morale.

In addition, there were pilot programs in alternative work scheduling at eight different locations in state government. The results of the pilot studies showed favorable impact on morale, transportation and sick leave usage. The Safety Administration Division of the **Department of Transportation** (DOT) has a one-year pilot program in flexitime which began in April 1980 to improve employee morale, aid in recruiting skilled workers, and help productivity. The American Federation of State, County and Municipal Employees (AFSCME) Union Local 2534 was involved in the planning stages, and nearly half of the 27 participants are represented by the union. Employees can arrive any time between 6:00 am and 10:00 am each day and must work 7½ consecutive

hours. No banking of hours is allowed. All categories are eligible except unit supervisors and those employed for less than six months.

The DOT has had a compressed workweek program for airport firemen since 1976 at the two major airports serving the state capitol. In an agreement negotiated between the DOT and District Council 89 of AFSCME, AFL-CIO, hours of work for the firemen were established.

Firemen at the Capitol City Airport work a 17-hour shift every third day, commencing at 6:00 am on the scheduled work day.

Approximately 80 percent of the Harrisburg International Airport firemen work a 24-hour shift every fourth day, and the remainder work an 18 hour shift every third day. The shifts are rotated every six pay periods so that all airport firemen, except those designated as shift leaders, will eventually work the two different shifts. Shift leaders are permanently assigned to the 24-hour shifts. Premium time (time and one-half) is paid for all hours worked outside the regularly scheduled shift and all hours worked on holidays.

The program was implemented to alleviate overtime costs and transportation/commuting problems. A survey of workers indicated strong interest, and a labor-management committee was established to work out problems and establish a pilot program.

The impact thus far, according to informal assessment, has been favorable on employee morale, productivity, overtime costs and training of new workers, as well as on ease of commuting and gasoline usage.

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RHODE ISLAND

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flexitime
compressed workweek
permanent part-time
job sharing

In 1977, a pilot program in flextime was begun in the Department of Administration to improve the quality of life for employees, increase productivity and provide greater service to the public. An evaluation of the program, conducted by questionnaires administered to employees and supervisors, indicated that employees used less sick leave, had decreased tardiness and had a greater sense of personal responsibility and better attitude toward work.

Because of the success of the original pilot program, flextime has been expanded to include ten agencies in state government. In 1979, the Rhode Island Senate Subcommittee on Flextime Work Hours, Job Sharing and Part-time Work held public hearings to discuss the feasibility of expanding alternative work schedules to include job sharing and permanent part-time positions. As a result of the hearings, the Subcommittee recommended continued experimentation in all areas of alternative work schedules.

In addition, the Governor's Energy Office hired a private consultant firm to research the effects of alternative work schedules on energy conservation. The study recommended the program to reduce gas consumption and foster mass transit use and carpooling. Simultaneously, the Office of Statewide Planning recommended alternative scheduling to reduce peak-hour pollution and included the program in the U.S. Environmental Protection Agency Plan for Rhode Island.

In 1980, the Governor's Commission on Women, in cooperation with the University of Rhode Island, conducted a research study of private industry in Rhode Island concerning the use of alternative work schedules.

SOUTH CAROLINA

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flexitime

In order to alleviate severe traffic congestion and delays during peak traffic hours, the Budget and Control Board, on October 26, 1977, authorized agencies and institutions of state government to develop and implement variable work schedules. The programs are established under the authority vested in the Budget and Control Board by Section 8-11-230, S.C. Code of Laws, and within certain guidelines set for all state agencies.

The guidelines set the core hours for each agency on variable work schedules as 9:00 am - 4:00 pm, during which time all of the work force must be present. Assignment of hours of work for individual employees or operational units are at the discretion of the agency head or his designee. In adopting such schedules, agencies must assure adequate coverage for service to the public, and adequate supervision at all times. Agencies may not alter the adopted schedules for individuals except for substantial cause. Normally one-hour lunch periods are to be taken, and no portion of the lunch hour may be used in making up time for a variable work schedule.

Within these parameters, agencies generally have flexible arrival times in 15-minute intervals beginning at 7:30 am, and similar departure procedures, with last departure time being 5:30 pm.

In 1978, the Budget and Control Board conducted a survey of state agencies regarding their experiences with variable work scheduling. Of 116 state agencies contacted, 25 of the 73 respondents reported ongoing variable working hours programs, and eight were in the process of implementation. A total of 841 employees were on variable schedules. Seven of the adopting agencies reported fewer traffic and parking problems for employees, with a resultant drop in tardiness. Thirty-six percent of the adopting agencies reported reductions in tardiness and absenteeism. Ten agencies reported improved employee morale, and six increased their hours of service to the public. All of the reactions of the adopting agencies to variable working hours were positive; most noted that the implementation had a beneficial effect on the employees.

SOUTH DAKOTA

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compressed workweek
permanent part-time

Departmental policies permit both compressed workweeks and permanent part-time programs.

Currently, the **Department of Transportation's** highway maintenance force works four 10-hour days from late spring through late summer. This is intended to result in a fuel savings due to having only four days of start-up and transportation to and from work, instead of five. The program has been in effect since 1976.

TENNESSEE

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flexitime—experimental program in Department of Public Health

Tennessee is presently conducting an experiment with alternative work schedules which began August 1, 1980.

The experiment is being conducted with the Department of Public Health on a statewide basis. Of approximately 2,900 employees eligible to participate, 532 employees (18 percent of the total) elected to participate by choosing a work schedule other than 8:00 am - 4:30 pm. A tabulation of responses to this experiment revealed a highly favorable assessment regarding the promise of this program in delivering positive advantages to the public, the agency, and the employees. No major disadvantages or problems were encountered and the experiment has been extended. No policy or statewide plan has been developed at the present time.

TEXAS

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There is no central personnel agency in Texas. The Merit System Council serves ten state agencies but does not maintain information on alternative work schedule programs in these or in any other agencies in Texas. The Merit System Council has on rare occasions employed persons part-time; however, the decision to do so is made on an individual basis.

The Texas Education Agency implemented flexible work hours on a temporary basis when a local road providing main access to the agency was tied up in bridge construction. When construction was completed, the agency resumed regular work hours.

The Hours Select Committee on Employee Productivity has conducted a survey of state agencies, and flexible work hours were mentioned by a few agencies who expressed a slight interest in it. The survey did not specifically address the question of flexible work hours.

UTAH

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flexitime
compressed workweek
permanent part-time
job sharing

The Office of Personnel Management Rules and Regulations approve flexitime and govern the options for compressed workweeks on a trial and study basis. The goals are to improve operations and services to the public and to allow experimentation in agencies in which there is some basis for utilizing a four-day workweek. These include the **Departments of Employment Security, Public Safety** and **Local Tax Valuation**, all of which compete for time on state computers. The **Department of Transportation** utilizes a four-day workweek to lessen the amount of time roads and traffic flow are influenced by construction and road maintenance.

Flexitime was instituted at the **Department of Transportation** (DOT) in August 1979 with the approval of the Utah Board of Examiners to reduce transportation and commuting times and conserve energy. Approximately 1,700 employees now participate, including 670 professional/technical, 204 managerial/supervisory, 118 clerical and 705 craft workers.

A district or division head at DOT may authorize a flexitime schedule within a time frame of 7:00 am - 6:00 pm, provided that continuity of service is maintained between 8:00 am and 5:00 pm. However, for practical purposes, the time frame is usually 7:30 am - 5:30 pm. Employees choose time schedules in advance, and obtain approval from supervisors and the division or district head. All must be at work nine hours each day, including a one-hour lunch period, and cannot bank hours. Supervisory approval is required for any deviation from the chosen work schedule.

Evaluation by informal observation has shown positive impacts on commuting ease, use of public transit and carpools, and negative impact on energy/utility use for buildings.

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Flexitime was also approved in 1979 for implementation in the **Department of Social Services**, and a program of job sharing and/or permanent part-time employment has recently been initiated.

VERMONT

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flexitime
compressed workweek
permanent part-time
job sharing

In May 1978, with the approval of the governor, several departments of the state government experimented with alternative work schedule programs. Approximately 20 departments and agencies now have flexitime, and one agency has implemented compressed work schedules for a limited number of employees. All agencies allow permanent part-time employment and there is now one job sharing program in effect involving 20 employees.

The collective bargaining contract negotiated between the state and the Vermont State Employees' Association, Inc. allows the state to institute flexitime and compressed workweek programs. The State Department of Personnel ensures compliance with the contractual provisions and executive policy statements, and suggests modifications to the procedures set up by individual departments when implementing alternative work schedule programs.

Evaluations of flexitime programs in various departments are being conducted in order to determine their effects on employees, energy consumption and administrative functions. The results will help determine if the programs should be continued.

VIRGINIA

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flexitime
compressed workweek
permanent part-time
job sharing

State agencies in the Richmond area have participated in a program of flexible work hours for more than two years. In November 1978, the governor approved, on a trial basis, a change in work hours for these agencies in order to relieve peak-hour traffic congestion without disrupting the operational effectiveness of state agencies or adversely affecting the morale and work activities of state employees.

According to guidelines issued by the State Department of Personnel and Training, employees select, with approval of supervisors, an eight-hour work period anytime between 7:30 am and 5:30 pm. The 45-minute lunch period is excluded. Once an approved work schedule has been established, it cannot be changed except under special circumstances.

The program was monitored by the Department of Highways and Transportation (DHT) to assess its impact on peak period traffic, state office managerial activities, and employee attitudes. The findings indicated little or no change in most managerial activities, and a perceived improvement in employee morale. The program in no way disrupted the operation of state government and, in fact, allowed some offices to stay open to the public for longer time periods.

With respect to travel time and mode of transportation, it was found that the Adjustable Work Schedule Program did not appreciably affect employees' ability to use the bus or to carpool. Employees traveling by nearly every transportation mode experienced at least some savings in travel time and generally perceived the decrease in congestion as the major benefit of their flexible schedules. The program was also successful in reducing traffic congestion during the peak periods in a major portion of the Richmond "Capitol Square" area.

Since the primary and secondary goals of the program were

successfully met, the DHT recommended that all state employees in the Richmond area and other parts of the state be given the opportunity to participate in the program, and that private employers in the Capitol Square area be encouraged to implement adjustable work hours schedules.

Contact: David W. Berg, Assistant State Public Transportation Engineer, (804) 786-8134.

Since the passage of the Virginia Personnel Act in 1942, agencies have had the discretion to hire employees on a permanent part-time salaried basis provided there is an established position available. In some cases, positions are established for less than 40 hours per week according to agency needs. Full-time positions can be occupied by two or more part-time employees at the discretion of the agency. Employees working less than 40 hours per week are not allowed to participate in the state retirement, life insurance, or health insurance programs. They do, however, earn leave in proportion to the percentage of time worked.

Maintenance field forces for the **Department of Highways and Transportation** in the Tidewater area of Virginia work compressed schedules of four 10-hour days per week. The program began in 1974 to improve productivity and service to the public and to ease traffic congestion and transportation commuting problems. Following a trial period, the DHT adopted compressed work schedules on a permanent basis for this work force, which consists of five managerial and supervisory employees and 55 service workers. The impact of the program, assessed through informal reporting, has thus far shown positive impact on supervisory and employee morale, service to the public, and productivity. Commuting ease, time savings in commuting, gasoline usage, energy/utility use for buildings, and use of office equipment and machinery have all been favorably affected.

Contact: R.J. Boyd, Personnel Director, (804) 786-2581.

Road maintenance workers in the **Division of Forestry** have recently received approval to implement a compressed workweek schedule for its road maintenance workers for the summer months only.

Contact: Ron Showalter, Personnel Director, Department of Conservation and Development, (804) 786-2121.

WASHINGTON

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flexitime
compressed workweek
permanent part-time
job sharing

Flexible work hours are permitted on an individual agency basis so long as agencies comply with state personnel requirements that employees work eight hours per day. A number of agencies are experimenting with flexitime on a small scale or informally.

One agency, the **Department of Licensing** (DOL), has set up a formal program with formal evaluation procedures. After trying various approaches to overcome the cumulative problems of commuting, scheduling and personal business difficulties which resulted from fixed work hours, the DOL instituted a three-month pilot program in flexitime in September 1979. A project committee planned and directed the implementation, including supervisory and employee training, attitude surveys taken before, during, and after the experiment, and data collection on work output, sick leave and vacation hours. The positive results led the committee to recommend adoption on a permanent basis.

Employees can arrive at work between 7:00 am and 9:30 am, work their required eight hours with a minimum of one-half hour for lunch, and leave between 3:30 pm and 6:00 pm. Department regulations require that there be no degredation of service to the public, so employees must adjust their individual schedules to meet area requirements.

Contact: Robert Porterfield, (206) 753-2261.

Employee interest led to initiation of a pilot compressed workweek program at the **Department of Transportation** (DOT) in 1977. Other reasons for implementing included transportation and commuting concerns and a desire to improve productivity and make better use of office machinery and equipment.

Currently 150 professional and technical employees and 500 operatives are on compressed schedules of ten hours per day, four

days per week. The Department [illegible] its highway maintenance crews and some engineering crews to wo[illegible]/40 workweek where the desire for such a schedule is unanimous among the crew and where no significant disadvantages are anticipated. The maintenance employees usually work 4/40 schedules from March to November and resume normal eight-hour workdays during the winter months. Time and one-half is paid for all hours worked outside the employee's scheduled shift.

Impact for the DOT, assessed by informal reporting, has generally been positive with respect to non-work activities and gasoline usage. Overtime costs and carpooling have been negatively affected.

The DOT does not have a part-time program as such but does allow employees to work part-time under certain circumstances. Thirty-seven employees are now on part-time schedules.

A job sharing program has existed at DOT since 1976 in order to provide equal employment opportunities for women and responsiveness to employees' needs. Currently seven clerical workers are sharing positions, and although there is no preferred schedule, most divide the position by working part of each workday, either morning or afternoon. There is no overlap of job sharers' times. Job sharing employees must work a minimum of 20 hours per week. Full benefits include life and health insurance, while vacation, sick and personal leave and holidays, as well as pension benefits, are prorated. Ten percent of those in job sharing positions are members of a union, which was involved in the planning process for the program.

Informal reports reveal positive effects on absenteeism, turnover, employee morale, hiring of women, and communication among co-workers. There is a negative impact on the cost of statutory benefits.

Employees can revert to a full-time position if one is available, but the agency can convert a job sharer to full-time without the employee's consent. Each job sharer is evaluated individually, and if one of a team terminates, the DOT attempts to fill the position with another employee or applicant who wants part-time work.

Contact: John Calhoun, Labor Relations Officer, (206) 753-7337.

The **Department of Social and Health Services** (DSHS) has had a compressed workweek program since October 1979. The program was started by the agency in response to a desire to improve productivity, utilize building energy, and respond to workers' interest, as revealed in an employee survey. Data collection was completed at regular intervals, and in order to overcome certain obstacles to implementation, such as state personnel policies and overtime provisions, monitoring and evaluation of these areas was performed.

Workers on compressed schedules include 25 professional and technical, ten managerial and supervisory, and eight clerical workers, who work 80 hours per two-week pay period, consisting of nine hours per day for eight days, and eight hours per day for one day. The extra hour per day for eight days is "quiet time" and is intended to provide opportunities for finalizing work that is not always possible during a normal work day. The eight-hour day precedes the day off, which is either a Friday or Monday, thus allowing a three-day weekend every other week.

Impact is assessed through observation, and thus far absenteeism, employee morale, productivity and use of office equipment and machinery have shown improvement, while service to the public and communication among co-workers have been negatively affected.

DSHS also has a permanent part-time program which now has 430 participants, including 100 professional and technical, 300 clerical, 20 managerial and supervisory, and ten service workers. The program was instituted in 1970 when state merit system rules concerning personnel ceilings and overtime provisions were revised. Hoping to improve productivity and service to the public by offering part-time employment, the Department undertook a feasibility study and employee interest survey and collected data. Supervisors were given special orientation to overcome any resistance to the program.

Part-timers must work a minimum of ten hours and a maximum of 32 hours per week, and the majority work four hours per day, five days per week, which is the preferred work schedule for part-time workers in DSHS. They must work at least 20 hours per week to be eligible for benefits, which are the same as are offered to job sharing employees in state agencies. Thus far, evaluation through observation and personal interviews has revealed positive effects on absenteeism, supervisors' and employees' morale, hiring of women, handicapped and older workers, and service to the public. Negative impacts have been noted on the cost of statutory, supplemental and pension benefits.

A job sharing program has existed at DSHS since 1977, as part of the state's policy to encourage expansion of positions which are part-time. The agency also hoped the program would help in recruiting and retaining skilled workers, improve productivity, provide increased service to the public, and relieve budget constraints. Before implementing, a worker interest survey was taken, data was collected, and orientation programs for supervisors and employees were held.

Job sharers at DSHS now include 20 professional and technical and 20 clerical workers, including eight former full-time employees who switched to part-time. The basic work schedule is four hours each day, or workweeks alternating between two and three days per week.

Thus far, evaluation of the program reveals reduced absenteeism, improved supervisory and employee morale, hiring of women, handicapped and older workers, communication among co-workers, and service to the public. Negative effects include increased costs of statutory, supplemental and pension benefits. Evaluation was performed by observation and personal interviews.

Job sharers may convert to full-time again, but can be switched from part-time to full-time by the agency without their consent. Two job sharers have elected to switch to full-time. Members of job sharing teams are evaluated individually and promotions are handled in accordance with Merit System rules. A manager or supervisor may conduct an informal work contract with a job sharing team.

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WEST VIRGINIA

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flexitime
permanent part-time

Both flexible work hours and permanent part-time programs are established voluntarily by agency initiative.

Flexitime was initiated in July 1978 within the **Department of Welfare**, on the recommendation of an agency personnel committee. The program was established to recruit and retain skilled workers and improve productivity. A worker interest survey was taken, and three-month pilot projects in compressed workweeks and flexitime were conducted. After the experimental period, the compressed workweek was discontinued and flexitime was made permanent.

Flexitime is defined as an adjusted workweek of 37½ hours per week over a five-day period. Core hours are 10:00 am - 4:00 pm, with flexible arrival beginning at 7:00 am and flexible departure up to 5:00 pm. Employees may choose a monthly work schedule, which can be changed only with supervisory approval. All offices must be open to the public between 8:30 am and 4:30 pm.

Eighty percent of the professional, technical and clerical employees in the Department are now on flexitime. A survey of field staff showed the impact in their offices to be positive for reduction of short-term absences and improvement in employee morale. The survey showed a negative impact on supervisory morale.

The Department instituted a permanent part-time program on an experimental basis in June 1980 in order to reduce personal service expenditures. Part-time employees generally work 7½ hours per day, Monday-Wednesday-Friday, or 4½ hours per day, Monday through Friday, and may work a minimum of 22½ hours and a maximum of 30 hours per week. The agency has no preferred part-time work schedule.

Currently five percent of the professional/technical and five percent of the clerical work force at the Department are on permanent part-time schedules, including 146 former full-time employees who switched to part-time.

Full life and health insurance and pension benefits are available to part-timers, and prorated vacation, sick and personal leave and

holiday benefits are given. Promotions may be recommended by the supervisors, and workers receive the percentage of the salary increase based on the percentage of hours they work monthly. Part-time workers can revert to full-time again with two weeks notice. In an emergency, the Department can convert a part-timer to full-time without the employee's consent.

Although the program has not been in operation long enough for the agency to make an accurate assessment, informal evaluation by examination of payroll salary expenses and unsolicited comments showed positive effects on employee morale and job satisfaction and on costs of statutory, supplemental and pension benefits.

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WISCONSIN

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flexitime
compressed workweek
permanent part-time
job sharing
transition retirement

In February 1978, the Wisconsin legislature passed Chapter 230, referred to as the Civil Service Reform Bill. Chapter 230.215 contains a section directing all state agencies to participate in developing and creating flexible-time work schedules, additional permanent part-time positions and other alternative work patterns in order to maximize employment options available to existing and potential state employees. The legislature noted that such practices often result in increased productivity, reduced absenteeism, improved employee morale and a more economical and efficient use of energy, highways and other transit systems. Further, the legislation notes that part-time employment is needed to meet the needs of citizens who are effectively prevented from engaging in full-time employment due to age, health or family circumstances.

The legislation provides that agencies can restructure budgeted permanent positions as such positions become vacant or if an employee requests job sharing or permanent part-time employment. A flexible-time schedule is defined as a work schedule which includes required days or hours during which an employee must be present for work and designated hours during which the employee, with the approval of the supervisor, may elect a time of arrival to and departure from work. Agencies must report on their progress in achieving the policies stated in the legislation.

Project JOIN, a federally-funded research and demonstration project of the Wisconsin Department of Employment Relations, studied job sharing in professional and para-professional positions and now promotes job sharing and flexible hours within the state civil service system. The program tested job sharing in 45 positions and found job satisfaction to be greater among job sharers than among their full-time counterparts. While data on overall produc-

tivity was inconclusive, increased performance among job sharers who had been full-time employees was noted both by the job sharers and their supervisors. Turnover and sick leave were slightly lower for job sharers as a whole. Cost benefit data showed no significant increase in the cost of two people sharing one position.

Project JOIN has produced a final report on the program findings in Wisconsin, and is now providing technical assistance in job sharing and flexible work hours to other states in the midwest region.

A report issued by the Department of Employment Relations Alternative Work Patterns Unit in November 1979, compiled from material provided by each state agency, details activity within the agencies regarding permanent part-time employment and flexible scheduling. A total of 2,469 persons, or 6.8 percent of the permanent workforce, were listed as having permanent part-time status. Of the 34 state agencies, nine had written policies regarding part-time, eight had numerical goals, and eight had formal procedures for increasing the availability of part-time employment. In the area of flexible scheduling, 19 agencies had an agency policy and/or one or more work unit flexitime plans. Fifteen agencies had written approved policies or plans and 15 provided for some kind of evaluation.

In February 1980, the Department of Employment Relations Alternative Work Patterns Section issued a 14-page booklet containing a report format and detailed guidelines for state agency implementation of part-time, job sharing and flexitime employment.

The **Department of Health and Social Services** (DHSS) has developed guidelines for the implementation of flextime and compressed workweeks in response to Ch. 230.215, Wis. Stats. The guidelines are included in a chapter of the Supervisor's Manual to serve as a reference guide for supervisors to use in developing and implementing their plans.

Supervisors are encouraged to utilize an experimentation period in which the effectiveness and efficiency of a flextime or compressed work schedule can be evaluated before its institution as a policy.

Under the DHSS guidelines, the standard basis for flextime/compressed workweek is 40 hours per week for full-time employees, with banking of hours from one week to the next not permitted. Full-time employees may work up to ten hours a day, beginning work as early as 6:30 am and leaving as late as 6:30 pm. Both alternatives, flextime and compressed workweek, are utilized in varying degrees by divisions and institutions throughout the agency. Currently, of the 11,000 employees in the Department, there are approximately 400 who utilize flextime/compressed workweek plans.

Besides flextime and compressed workweek, the Department utilizes permanent part-time employment and job sharing as a means

to increase job opportunities for women, handicapped individuals and the elderly. Part-time employees must work a minimum of 600 hours per year, and are eligible for full life and health insurance coverage and prorated pension, vacation, sick and personal leave and holidays. There are approximately 780 employees working on a permanent part-time basis. (In Wisconsin, there is no statutory distinction between part-time employment and job sharing.)

Contact: Ken DePrey, Director, Division of Management Services, (608) 266-9862 or Donna Warner, Staff Specialist, (608) 266-1579.

The **Department of Revenue**, which employs some 1,300 individuals, has employees using a variety of nonstandard work schedules, including flexitime, compressed workweeks, permanent part-time and job sharing. An evaluation completed in September 1980 indicated improved employee morale, maintenance or improvement in productivity, relieved traffic congestion, increased ability to form carpools, and ability to provide a broader range of service to the public. Collective bargaining agreements include provisions for the various alternate work schedules.

Contact: Bruce Brozek, Chief, Employment Relations, (608) 266-8658.

The **Department of Transportation** has about 325 employees operating on a four-day workweek, ten hours per day, primarily to eliminate the fifth day of driving. Approximately 75 employees are in part-time/job share positions. After the department became involved with Project JOIN, it was decided to offer the option of working half-time to all employees in full-time positions for which a partner could be found to share responsibilities. While it was thought this opportunity would appeal primarily to women, a surprising number of men opted to work the reduced schedule.

Contact: R.B. Barnes, Chief of Personnel Services, (608) 266-2615.

In the **Office of the Secretary of State**, flexitime is optional for all employees. The standard schedule is 80 hours every two weeks for professional employees, 40 hours per week for clerical and other non-professional employees. All work hours are to be pre-scheduled, and must be between 6:00 am and 7:00 pm. A 30-minute uncompensated break must be taken between 11:30 am and 1:00 pm. Employees may work up to ten hours per day. If an employee is ill, sick leave must be taken for the number of hours the employee is scheduled to work that day. Each work unit sets its own core hours.

The Secretary's Office also has a number of employees working

part-time/job share schedules. Those who work at least 600 hours per year are eligible to receive full life insurance, health insurance and pension plan benefits and prorated vacation, sick and personal leave, and holidays.

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WYOMING

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flexitime

The state of Wyoming has no formal policy adopting alternative work schedules. However, the **Department of Health and Social Services** instituted flextime in January 1978 for a three-month trial period. The program was initiated to ease employee-management problems, extend hours of service to accomplish the agency's mission, adjust leave schedules, and deal more realistically with tardiness and absence.

Following the experimental period, the program was evaluated to determine: the characteristics of those who choose or do not choose flextime; the effect of flextime on administration, personal advantages, and economy at work; and key factors in the selection of work schedules. Data was obtained by opinionnaires administered to a sample population randomly selected from both flextime and nonflextime employees.

Analysis of the data led to the following conclusions: (1) those who choose flextime are younger and have dependent children living at home; (2) employees believe flextime has a positive effect on administration, is personally advantageous and leads to economy at work; (3) flextime is advantageous overall to the individual and the organization; and (4) it is probably advantageous because the key factors in selecting work schedules are the needs of the organization and home responsibility of the employees.

Based on these conclusions, it was recommended that further study of flextime continue.

Contact: Barbara Bonham, Public Information Specialist, Wyoming Energy Conservation Office, (307) 777-7131.

FLEXITIME

Listed below are the states in which at least one agency is utilizing flexitime. Those states which have passed legislation permitting or encouraging use of flexitime are marked with an asterisk (*).

Alaska*
Arizona
California
Colorado
Connecticut (pilot programs)
Delaware
Florida
Georgia
Hawaii
Idaho
Illinois*
Iowa
Kansas
Kentucky
Louisiana
Maine
Maryland*
Massachusetts*
Michigan
Minnesota
Mississippi
Missouri
Montana
Nebraska
New Jersey
New Mexico
New York
North Carolina
Ohio*
Oklahoma
Oregon
Pennsylvania
Rhode Island
South Carolina
Tennessee (experimental program)
Utah
Vermont
Virginia
Washington
West Virginia
Wisconsin*
Wyoming

COMPRESSED WORKWEEKS

Listed below are the states in which at least one agency is utilizing compressed workweeks. Those states which have passed legislation permitting or encouraging use of compressed workweeks are marked with an asterisk (*).

Alabama
Alaska
Arizona*
California
Colorado
Florida
Georgia
Idaho
Illinois*
Iowa
Kansas
Louisiana
Maine
Massachusetts
Michigan
Mississippi
Missouri
Nebraska
New Jersey
New Mexico
New York
North Carolina
North Dakota
Oregon
Pennsylvania
Rhode Island
South Dakota
Utah
Vermont
Virginia
Washington
Wisconsin

PERMANENT PART–TIME

Listed below are the states in which at least one agency employs individuals on a permanent part-time basis. States which have passed legislation permitting or encouraging the use of permanent part-time employment are marked with an asterisk (*).

Alaska
Arizona
California
Colorado
Georgia
Hawaii
Idaho
Illinois*
Iowa
Kansas
Kentucky
Louisiana
Maine
Maryland*
Massachusetts*
Michigan
Minnesota
Mississippi
Missouri
Montana
Nebraska
New York
North Carolina
Ohio
Oklahoma
Oregon
Pennsylvania
Rhode Island
South Dakota
Utah
Vermont
Virginia*
Washington
West Virginia
Wisconsin*

JOB SHARING

Listed below are the states in which at least one agency utilizes job sharing. Those states which have passed legislation permitting or encouraging the use of job sharing are marked with an asterisk (*).

California
Colorado
Georgia
Hawaii* (DOE Pilot Project)
Idaho
Illinois*
Maryland
Massachusetts*
Minnesota*
Missouri
Montana
North Carolina
Oregon*
Rhode Island
Utah
Vermont
Virginia
Washington
Wisconsin*

TRANSITION RETIREMENT

Listed below are the states in which at least one agency is utilizing a transition retirement option.

Idaho
Wisconsin

VOLUNTARY TIME–INCOME TRADEOFFS

Listed below are the states in which at least one agency is utilizing time-income tradeoffs.

Idaho
Michigan
Montana

The following state has passed legislation permitting the use of time-income tradeoffs within the state government.

California